

JANUARY, 1952

FORTY CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



Employee Education Means Industrial Peace...Page 6

JANUARY, 1952
VOL. 4 NO. 5

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Turn quickly to Pages 10 and 11 and read all about the biggest bowling tournament in NAF history—and the contest YOU can enter in connection with it.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 46,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

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MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter September 2, 1948, at the post office at Columbus, Ohio, under the Act of March 3, 1879. Printed in the U.S.A. Publication office 364-386 S. Fourth St., Columbus 15, Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices 321 W. First St., Dayton 2, Ohio. Copyright 1951 by The National Association of Foremen. Subscription rates: annual U. S. \$4.00; foreign \$6.00; single copy 40c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U.S.) in lots of 50 to 500: \$3.00; 500 to 5000: \$2.50; 5000 and over: \$2.25.

Editorial Comment

WE WERE recently reminded that there are three types of experiences which, once past, can never return to us. We can never recall the spoken word, re-live the past life, or take advantage of a neglected opportunity. Once done, these things remain done forever.

A management man recently bragged to us that he had turned down a job in a different city at twice the money and authority that he now has. "But I couldn't see it," he said, "with taxes taking such a chunk of the additional money. I'm not happy on my present job and never have been, but I'm getting along. Besides, my wife and I belong to the right social circle and I have six years toward my retirement pension. Soon I'll be eligible for three weeks of annual vacation." He concluded with, "Frankly, I doubt if I'll ever move because I'm content to stay where I am—and not that I'm happy in my work, either."

Bluntly, though this man would never admit it, he has become soft in the rut of the job which he admittedly dislikes. He has become so soft that he refuses to take on the responsibility of making new decisions and establishing himself in a job which offers a better life for him and his family and a greater use of his abilities. The fact that he does have the ability for bigger things is evidenced by the fact he has had the opportunity to make the change. With his mental attitude, however, the ability he has will soon be obscured. Before too long, no such offers will come his way and, like it or not, he'll have to settle for what he is receiving—or quite possibly less if he loses interest in the job he doesn't really like.

Such examples of management men unwilling to move up the ladder of success are not to be confused with the men who stick with the same jobs because they like what they are doing. Quite the contrary! When a man clings to a job he likes for many years and each year develops himself into a better-qualified expert, then his value to his employer (and to himself) grows by leaps and bounds. Such oldtimers illustrate the growing warm-bloodedness of American industry.

But the stimulation for this editorial is the individual who is reluctant to leave a job he

doesn't like because of such reasons as retirement pension, vacation privileges, sick leave, or just plain laziness about taking on new responsibilities.

Nearly always these fellows, like our friend, are the ones who yelp the loudest about the lack of opportunity in the country today. The opportunities they really want, true enough, are dead—and if we continue to have a healthy industrial system they will stay dead. The opportunities these men are seeking are the ones to be served on the silver platters, ones which have no discomforts or work involved.

What about this negative attitude concerning opportunity in America?

Undoubtedly it is in keeping with the world-wide Socialistic trends, where the central government is the chief power and which stands too ready to take care of the basic needs of mankind. Since 1940, we have lived in a controlled economy, and have tasted of life under a strong Federal government which takes upon itself many responsibilities concerning our country's general economic stability—prices, wages and production. The shouldering of these responsibilities by Uncle Sam has lessened the responsibility load of a good many management men, and provided them with undreamed-of opportunities to work less and gripe more. The liberal cash hand-outs by our well-meaning governmental agencies, created to stimulate needed war and defense production and to raise living standards, have made many of us "gimme artists." One of the prominent signs of our time is the popular desire of something for nothing . . . more purchasing power for less work, less responsibility, shorter hours, more holidays, longer vacations, earlier retirements, bigger pensions.

One thing is certain about this opportunity business. If we really want opportunities, they will be available. If we don't, they won't. When a majority of us want a land without real opportunities to get ahead, then it is time we head back for the caves. Because civilization as we know it will be headed for another Dark Age.

Reardon Smith

by J. M. Matthews.

SKILL VS

STANDING AT THE PLATE in dreadful loneliness, an athlete delivered "in the pinch" during this last World Series, and the whole nation cheered because in dramatic fashion he had overcome tremendous odds.

Standing at a factory bench in Kokomo, in equally dreadful loneliness, a Kokomo workman, fighting much greater odds, and without dramatic furor, delivers every working day.

But Carl Pachmayre has found that there is still a light of hope and happiness in his darkened world. The hope was created when an advisor conferred with Globe American officials and approved a particular tube bending job as suitable for one handicapped by blindness. Happiness came for Carl in the realization that he could deliver a normal production in a large industry. Though Carl may be blind in both eyes, it does not keep him from turning out a regular worker's daily production. Globe officials, dubious about hiring a sightless worker at first, now are convinced that there is a place for supposedly handicapped workers in an industrial plant.

The machines Carl uses, called tube jigs, require the use of both hands and a considerable amount of dexterity. Inserting a length of tubing into the fixture, adjusting several levers and guides, manual operations follow which forms the tubing into the desired shape. Then with hands equally sure and swift, he removes it from the fixture with a speed that defies comprehension. With sensitive fingers, he rapidly checks the shape for flaws, deposits the tube on the work bench and reaches for the next one, ready to repeat the process. Following the completion of each piece, Carl says that he likes to feel the tube after it has been bent into shape. With his inspecting fingers he can tell that there are no scratches or kinks, and each tube that feels right makes him feel right when he lays it down.

Pachmayre shapes more than 6000 tubes each week for Maytag stoves produced by the Globe American Corporation in Kokomo, Indiana, and at the rate of a normal week's production, this exceeds 1,000,000 feet of tubing—nearly 200 miles—each year and each tube may contain as many as eight intricate bends.

Altogether Pachmayre operates sixteen types of bending fixtures which are set in two long lines down four benches. When changing from one machine to another, he feels his way around the work bench and

Few professional writers are able to get the wallop into words which J. M. Matthews, Secretary of the Globe American Management Club, did in this article on how his company utilizes the skills of such handicapped people as Carl Pachmayre, a blind man. It was a privilege to read the article, and an even greater one to be able to present it to the readers of **MANAGE**.



chooses the proper device by its position as positively as if it stood before him in bold relief.

The tubes of steel or aluminum, bend easily, but the more intricate types fall into crazy shapes with tangents running at every conceivable angle. Each must be exact in its alignment, or it will not fit into its assigned place in the completed stove.

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Handicap

In an average hour, this sightless workman shapes 150 tubes, mostly from single lengths of tubing between three and four feet in length. Each stove requires thirty-nine feet of tubing for channeling the gas to the burners, and all of it comes from the department which Pachmayre operates almost single-handedly. One other employee is assigned part time to the same tasks. But his foreman states that Carl outproduces every man who has previously held the job.

"Sure I'm happy," he said. "The boys around here kid me a lot and they are a fine gang of fellows. They kid me about whistling so much, but I whistle because I'm happy. Sometimes I don't even know I'm whistling." There is a peculiar rhythm to Pachmayre's hands, a rhythm that keeps him steady as he works, and a manner of working that is an inspiration to all.

Carl's tragedy first struck at the age of six when he was hit by a rock and lost the sight of one eye. Then, ten years later, he was hit by a foul tip while catching in a sand lot baseball game, and it cost the sight of his remaining eye.

"That," he declares, "should be ample warning that it's dangerous to play without a mask." Yet he still has a keen interest in sports and follows the Kokomo Wildcats in their high school basketball games by radio.

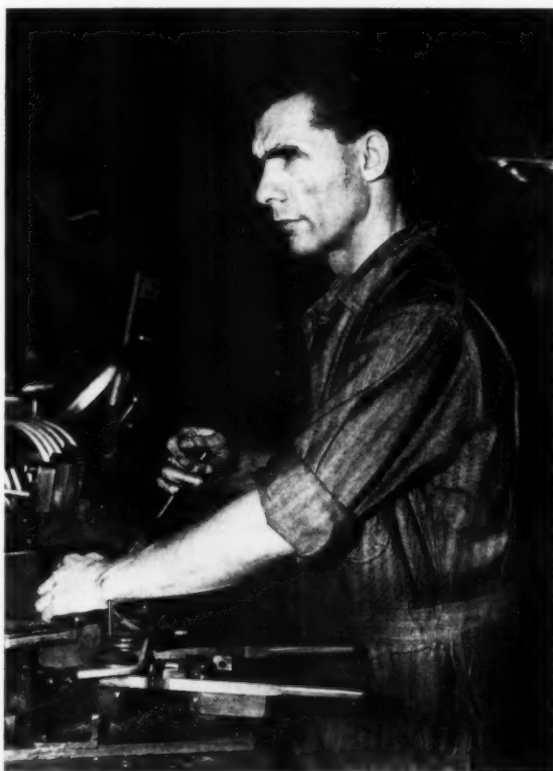
In an effort to stay out of the crowds on the streets and in buses, Pachmayre leaves home a little early in the morning and arrives at the plant shortly before seven o'clock. There he is usually met at the gate by a fellow employee and taken through the plant to his bench. Then they leave him for he is perfectly at home. His hands can instantly reach any length of tubing or any part of the machine he desires to operate. In the vicinity of his bench, he manages as freely in his motions as anyone else.

His work record is excellent, and extends over a four-year period during which time he has been absent only two days and five hours for sickness. Bad weather doesn't keep him at home. When the day's work is completed, Carl can walk straight to the car waiting for him, or to the bus, get off at his corner and walk home. He is independent and proud of the fact that he can support himself on good wages which he has fully earned.

Globe American follows an enlightened policy of employing any man who can produce on the job. Several deaf mutes are employed on the production lines, where again super-sensitive fingers and eyes more than supplement the loss of other faculties. There is also the case of a paraplegic who is a highly skilled lamp assembler. And age is not always a handicap, for the superintendent emeritus and foreman emeritus of the plant and polishing department have served 49 and 54 years, respectively. And one of the plant guards has overcome the loss of a leg and can still make his rounds with the aid of an artificial limb.

And so it is everywhere as it is with Carl Pachmayre. Carl stepped up to the bench with "two strikes" on him—those two sightless eyes. But every day he bats out the work required of a regular workman, and he earns full and regular pay.

And as he works—he whistles.



Carl Pachmayre at his bench at Globe American Corporation, Kokomo, Indiana



Employee Education MEANS Industrial Peace

By Robert E. Gross, President,
Lockheed Aircraft Corp.

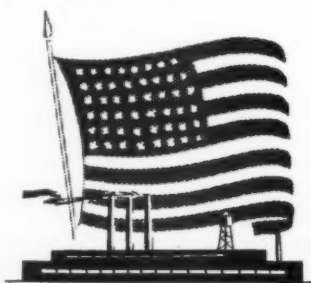
ON THAT historic morning in June of last year when the Asian hordes swarmed over the 38th parallel, the American air industry was plodding along at a fairly steady rate of production—indifferent though the totals were. The monthly production of the entire industry for both Air Force and Navy was only a few hundred planes per month. Suddenly the President called for an immediate increase in the number of planes to be delivered and also asked that the air industry be given make-ready contracts which could ultimately produce 50,000 planes per year. It was strongly reminiscent of that same clarion call that went out by President Roosevelt in the spring of 1941 when he too called for 50,000 planes and the industry then responded, "We can do it."

This time industry was older and wiser and it knew the pitfalls. Notwithstanding these it took the government at its word and with the same determination it showed before, we started in all over again. Soon industry leaders were traveling to Washington for direction. Internally we started to overhaul our whole tempo and plan of building. We engaged in a constant series of studies as to how production could be increased, having in mind all the new and different type of problems.

Some rather substantial orders were placed by the government, but after a few weeks or months of working at the new program one thing became

clear. It was this: Industry could move faster and more positively than government.

Immediately after the call of Korea, industry responded with pent-up enthusiasm and desire to do something. But as the weeks drifted by without the kind of direction the public expected, gradually the realization came over us that the program was not and probably could not be what people had originally thought when the first flush of North Korea was over. I know from my own experience that soon after the call I was confronted on all sides by members of the public and businessmen with questions as to how hard we were working. The assumption on their part always was that we were going wide out. When I told them that no, we were working only a 40-hour week—no third shift—and that our planned acceleration would not yield any substantial additional production for between a year and a year and a half, they were horrified. One thing finally shone through like a light: It was the fact that the call of 1940 was one thing and was issued under clear unassailable circumstances; the call of Korea—the call of 1950—was something very different.



Different Situations

In 1940 the lines were clearly cut; we knew who our enemy was; there was no doubt about it. Germany was on the march in Europe and Japan attacked us from the east. The lines were formed quickly; our friends were known to us; our enemies too. Almost everybody was either friend or foe. There was only one thing to do then: It was build everything you can as quickly and as well as you can. There was no question of arguing whether gasoline and tires had to be rationed. We were at war!

Today all this is different. We are neither at war, full out, or at peace, full out. Nobody has declared himself or struck except in Korea where again the only people out in the open fighting for a principle—and nothing else—are ourselves and our handful of allies. The real enemy does not show. And ironically enough this time—a short 10 years later—the very people who were lined up against us are now at least sympathetically on our side, and the nation that was on our side last time is fomenting strife and trouble for us all over the world.

Against this insane background our government is trying to plan. How can we protect and arm ourselves without actually touching off a war? How can we buy enough of the right weapons to protect us without bankrupting the country and destroying the very forms we are fighting to preserve? How can we get enough arms to protect us soon enough without invoking all the controls of an all-out war mobilization and at the same time preserve the position that we are at peace, want peace and are encour-

aging our peacetime industries as well as our war ones? How can we get adequate distribution of materials for both war and peace unless we have controls? And if we have controls how can we maintain an economy of abundance and avoid an economy of scarcity? And if we have an economy of scarcity how do we stop inflation of prices? How do we keep labor on the job and working if the cost of living keeps advancing unless we and labor pay higher prices for everything and if we do—where will it all end? How do we encourage Germany to stay on our side and be with us without arming them to a point where if they are to help us they could also turn against us? Then what? How do we get France, who has been through two wars on her own soil and lost half her manpower, to go through another? We need the air bases and cooperation of Great Britain. How then do we get her to sacrifice some of her trade ambitions that are making our dealings with Russia and China difficult unless we go further and make it up to her Socialist Government that has already weakened our hand in several places? And finally and most important of all, should we plan a national defense plan along the lines of "Fortress America" or "Troops for Europe" or "Asia first"?

Think what a great difference it makes in the planning which of these plans is taken. Think what a difference it might make to your own company and, hence, your future. And so it is in every walk of our national life. The very profundity and awfulness of the problem itself demands leadership and planning as never before demanded. The stakes are very high.

It is an old, old story of the people clamoring for leadership. Whether they said it in so many words or not, whether they knew they were saying it all or not, what they were saying was that "leadership and management is everything." In business, in government, in our own arrangement of our lives management is everything.

Perhaps you won't mind my telling you about the Management Club that we formed in our own company in Burbank several years ago. Our club was founded in 1945 with objectives as follows:

1. To assist each club member to

develop himself as an individual and as a member of management.

2. To develop an enthusiastic management team and to promote better understanding between all members and all levels of management.

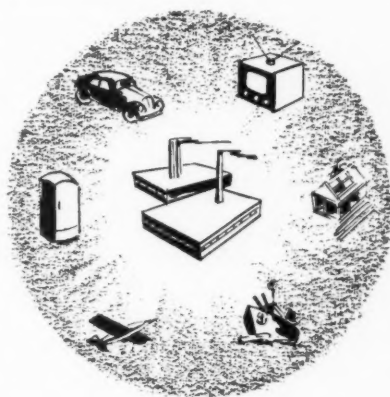
3. To promote development of better human relations between the individual supervisor and his men.

From the original group of only 30 members, the group has now grown to over a thousand, all dedicated to achieve the original ends. The going was not always easy. In order to attract new members and to broaden its sphere of influence the management of the club itself had to plan a program which would appeal to new members and would prove that it was doing good. Monthly meetings were instituted and programs that were designed to bring out special problems and their solution all had to be thought out and arranged. This in itself was no mean undertaking. It required many hours of thought on the part of men who were already tired and burdened with their everyday problems. Sometimes the little club had to whistle in the dark to keep up its courage, and it seemed that some of the lessons that it was attempting to teach just didn't work out in practice. We kept telling ourselves and one another that modern scientific methods of handling business problems just had to succeed, and yet there were moments at the very time we were saying this we were overwhelmed with everyday emergencies that we couldn't seem to solve by anything except brute strength, heartaches, and just plain devotion. It reminded one of the Biblical words, "He saved others, himself he cannot save." It took a good deal of courage and determination to keep on preaching the gospel at night, while in the daytime we were still trying to get the Constellation back flying again after it had been grounded. At times we felt almost like a great doctor expounding the principles of how to avoid an infection, only to go home and find we ourselves had pneumonia the next day.

But gradually the club began to grow. The men in it realized that it had something, but there were new and orderly ways to do things that in the end were just bound to outmode

the older time-worn forms. There is no substitute for knowledge. Many outside authorities and experts were consulted; men from all over the country came to lecture and address our group. Never completely satisfied with our own methods, Management Club members exhibited a burning desire to hear how other people in other companies carried on.

Now what can the Management Club do from here on out? Well, I can tell you. It can do two things. It can accept the responsibility to protect and develop the American corporation. American business and industry is the strongest pillar of free civilization, and this same industry and business is beset on all sides with problems and even by those who would destroy it.



Enemies of Business

Now, if ever, business and industry need friends. During the past 25 years there has been an ever-increasing number of people all over the world who have taken a grim and bitter satisfaction out of trying to destroy business. The productivity of the American business system, started from humble beginnings soon after the Pilgrims landed on our shores, has now become the greatest single force in the world, outside of religion, and it stands almost alone in a world of unrest and chaos; yet from all sides the people who would tear it down are on the increase.

Strangely enough many of them are the very ones who benefit from it the most. How odd it is that the world that is ridden with starvation, pestilence, disease, want, war, and revolution is turning almost without exception to the United States for help at a time when inch by inch, day by day, year by year the very

source they are turning to—American business—is being nibbled at from all sides. Where would the people of this country and even the world be today without the enterprise, the ingenuity, and the resourcefulness of American business? Could we send billions in supplies to Europe and Asia if American business hadn't produced it? Could we have built schools and churches and hospitals and roads in our own country if industry, basically, hadn't produced it? Could we have an automobile for every fourth or fifth inhabitant, a telephone for every tenth unless business, basically, had produced it? Year by year the American public, from office boy to president, demands a higher standard of living, the government demands more and more taxes, nations all over the world demand more and more help and assistance. And where does it all come from? It comes from the American free enterprise system—nowhere else.

And these efforts to tear down are not confined to any one class of people either. There are hostile governments ranged against us that would undermine our whole system. There are even radical labor leaders right here at home dedicated to the proposition that American business is constantly enriching itself at the expense of others and that it must be so weakened as to make it impotent if not actually taken over. And finally even our own politicians are constantly advocating that the great force, the American corporate system that has made America great and strong should be hamstrung.

There are many who will defend the cause of labor, many who will defend the cause of government, and there are many who will defend the cause of the public, but who—just tell me who—is defending the cause of business and industry? If these forces have their way, what will provide the national income to buy the automobiles and telephones and equip our farms and build roads, hospitals, schools and churches? Where will the politicians get the taxes to run the government? The American business system has so far proven to be the one inexhaustible and never-ending well of plenty for millions of people of our own and for hundreds of millions of people all over the world. There is no other power or force on earth ca-

pable of producing, and yet the very system that has generated this abundance has never needed friends as it does today.

Public Relations

So this is where you and I come in. We must make friends for business. As a matter of fact, if that's the case I think we'll come out alright because we certainly have a good story to tell. We must face the fact that one of the tools of modern management is the public relations department and the industrial relations department. Time was when business didn't have either of these services; now they're just as important—maybe more important—than any other department in the business.

But it doesn't do any good to engineer a fine product or provide a fine air service if it gets lost in an organization rife with bickering and politics, or if the organization itself and the business system we live in gets nibbled away. We might as well recognize it: Personalities are the greatest problem in business and we not only have to be able to get along with one another, but we've got to convince the world that business can get along with government, with labor, with the public.

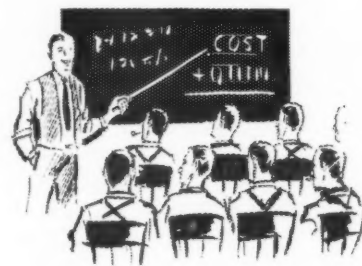
The second thing the Management Club can do is to learn how to get along with labor. Before I say anything else I want to mention that while you may hear me use the two broad group terms "management" and "labor" frequently and while some of the things I say may sound as though I am critical of labor as a class, I can assure you this is not so. I am not writing an anti-labor article. Far from it. I have not come to be critical of labor. Actually if I am critical of anyone it is of management. If anything I am envious of the effectiveness and energy of the labor group.

Praise for Labor

I have been associated with a company and in a business field that has worked with unions for years. It seems to me that during these years the labor group have grown up somewhat faster than its partner in business—management. Management has the multiple problems of building the product, whether it's an air service or automobiles, engineering it, producing it, procuring for it, selling for it, financing it, along with such

other problems as handling stockholders and dealing with labor. Labor on the other hand has had only one broad objective—to get members by generally appealing to the worker that the union alone can better his way of life. It's a pretty hard fact of life to have to admit that the labor group as a whole has one relatively simple campaign—while management has pretty much taken the position that industrial relations was a sort of a bit of crocheting that you worked on in your spare moments if you had any after you had spent your time doing all the other things you have to do. To labor, industrial welfare has been the main chance; to management, industrial relations have definitely not been the main chance. Perhaps this is the reason why of the management-labor team, labor alone has capitalized on these opportunist movements, these new crises, these new hot situations that two wars have caused.

And labor has made the gains these last 30 years. The rich have disappeared and the very possession of individual wealth is considered antisocial, if not immoral. New wealth is not being created in jobs. Taxes are up. You can't lay by anything any more. Labor has moved in and stolen the show. Well, so what! It's not labor's fault if you don't like it. Management can't cry over what it won't take an interest in.



I believe that the average manager of a business thinks of a labor union as a militant and hostile force dedicated to the objective of forcing out of business the very last cent it possesses whether it can afford it or not and prepared to see the business destroyed if necessary to gain its ends. Too often I fear some ill advised labor leaders have given this impression. This same manager, I think, believes that there is absolutely no end to the demands labor unions will make—that the more they are given

the more they demand and that inasmuch as they are not to destroy him by one means or another his best course is to dig in and defy them by the simple expedient of saying 'no' and by building up a backfire to either rule the unions off the track legally or to create the impression in the public's mind that unions are a bad thing and just are not needed. He also feels it is probably too late to do anything effective about it anyhow and that all he sees in the way of lessening the power of the labor union is that a depression might through unemployment draw their teeth or clip their wings.

In the first place, I, personally, don't hold with these views. If I am right that thousands of business managers in America, however, do feel that way, then I feel there is a big job to be done in educating our own management group first off. I feel sure that there are also thousands of business people who know that the above concept of a labor union is wrong.

Next I believe that even if we were to grant as true all of the extreme things I said about labor (which I personally don't believe), even then I say it is not too late to do something about it and that management can so conduct itself as to make a constructive, helpful force out of the labor movement. I think that instead of allowing the management-labor relationship to slip by default into the area of open class warfare to be slugged out the hard way, by strikes, by boycotts, and all the current weapons of industrial warfare, there just has to be a way to improve the industrial climate.

Educate People

Whether you like it or not it certainly is too late to try to do away with labor unions—and I don't honestly think we should. I do say that if management uses something that is here and that it has, it can make a more constructive force out of the union.

And management can sell the enlightened labor. Management can make a free enterpriser out of every hourly worker in America! How? By the strongest force in the world—education.

Which brings me to the real point of this article. I believe we must carry the use of education and train-

ing of our people to a far greater degree than we have ever done it before and to a very much larger number of people. The labor unions over the past few years have made tremendous inroads in our social structure by haranguing the working class and by working them up to a tremendous pitch through class distinctions, class struggles, and by making the worker class conscious.

With few exceptions the ordinary tool of the labor agitator is to work the members of his bargaining unit up to a feverish pitch of excitement and expectation by telling them that their wages are too low and that the bosses are getting rich.

The really effective way to make the worker a good worker is to make him intelligent by giving him all the facts and by giving it to him through the process of orderly education. This will be the strongest weapon, not only to temper the radical element in the labor movement, but also to improve the efficiency and productivity of our businesses. We must use the tool of education in our shops far beyond any degree to which we have previously used it. We have done a tremendous amount of work in the last few years in talking with supervision and trying to convince supervision that it is management and that it is a part of the management team.

All this is good. We must go a lot farther, however, and take it out to the man on the bench and convince him that he too has a stake in management.

Reams of educational material and hours of study classes have been put forth on the supervisory groups in business these last few years, and while the results have been good and are all in the right direction, I believe we must go much farther than this and carry the same kind of educational material and effort down another notch on to the hangar floor, the machine shop, and the flight line. And you personally must do it!

Don't Underestimate

We in management have spent too much time talking to ourselves and meetings are a waste of time unless the ideas exchanged are passed on down. You have got to take your product to market if you want to sell it and the market for protecting business is the worker himself.

I think we underrate the intelli-

gence of the average worker and I think we underrate his ability to understand the principles of business. I think we underrate his thirst and desire for this knowledge. I don't believe for a minute that all the worker is interested in is his weekly check. I believe that under the present system he thinks that that is all he is going to get, and as a result he is fertile hunting ground for the militant labor leader who convinces him that the labor movement is the only one that has any interest in his welfare.

It seems to me we must break down this impression in the minds of the working man that the only place he can go for information and for knowledge of his business is to his union agent. We must make available to every worker on the payroll information, knowledge, facts that they have never had before and, particularly, things in which we have always believed that they had no interest.

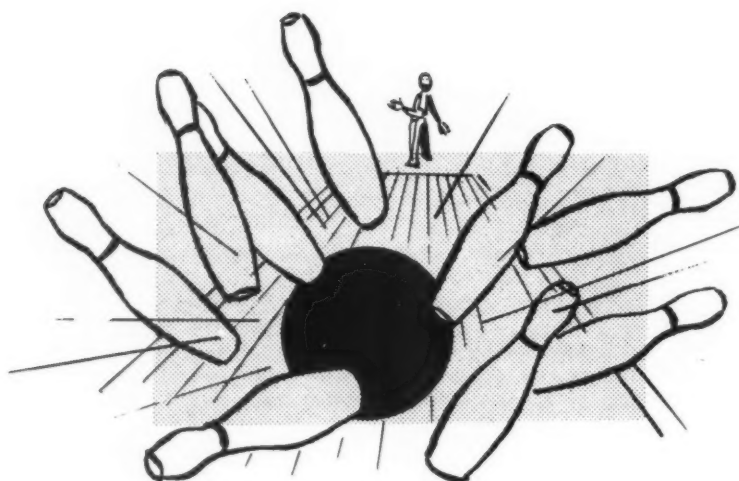
Just because a company is big does not mean we cannot tell the story to our people. It is harder but it can be done and we must find the most expedient way of doing it. If the management of every business in this country—large and small—would recognize and assume this responsibility, I believe that management will be astounded at the response which the labor force takes in the business and in the ability which the labor force will have to improve its output.

If such a course were to be followed it is not too much to expect that you would actually be willing to go down into the various shops and departments of your organization and devote a few minutes to talking in an informal and personal way with small groups of the employees at a time—say, ten or twenty.

At such talks the traffic people, for example, could make a very interesting picture of the customer's reaction to the service, what the customer liked about it and also what he didn't like about it, and how the competition lined up, and little personal anecdotes about problems that he had in selling. Just the mere fact that we talk with these people on a day-to-day human basis can have a tremendous effect. And I wouldn't be beyond talking about the most sophisticated kinds of subjects either.

The financial and accounting people

(Continued to Page 26)



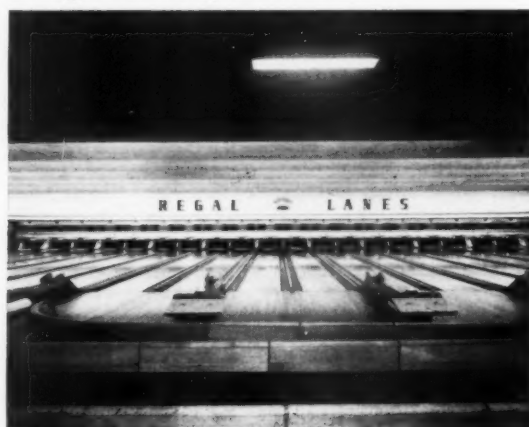
The Fourth Annual NAF Bowling Tournament will be held in Detroit on the weekends of March 1 and 2, March 8 and 9, 1952. The tourney will be sanctioned by the American Bowling Congress, is sponsored by the Detroit area NAF management clubs, and will be held at the Regal Lanes in Detroit.

Official entry blanks were mailed two weeks ago to all NAF club secretaries across the nation, with a letter encouraging entry from NAF President Ray A. Arduser. It is anticipated that more than 200 teams will enter the tournament which offers \$250 and trophies to the winning team. Other individual prizes will be awarded.

Following the plan for the 1952 tournament, it is expected that any community with average bowling facilities may play host to the NAF tournament without special club expense. Officials expect the Detroit tournament to be entirely self-sufficient.

The deadline for tournament reservations will be February 2; the deadline for entries is February 9.

EXTERIOR AND INTERIOR VIEWS of Regal Lanes, Detroit, where the fourth annual NAF bowling tournament gets underway on March 1.



TEAM RECORDS

1949 160 teams
1950 200 teams
1951 284 teams—Total Pins, 899,324

1949

Team over-average champion:	Coke Plant	Great Lakes Steel Corp.	401
Team actual pinfall champion:	Revision Kids	Great Lakes Steel Corp.	3643
Individual over-average:	R. E. Woodliff	Great Lakes Steel Corp.	155
Individual actual pinfall:	H. Knecht	Great Lakes Steel Corp.	820
Individual high single game:	J. Gardner	National Tube Co.	275
Club sending team from the greatest distance:	Robertshaw Fulton Controls Co.	St. Louis, Missouri	
Visiting club sending the greatest number of teams:	National Tube Co.	Lorain, Ohio	

1950

Team over-average champion:	Front Office	Oliver Corporation	419
Team actual pinfall champion:	Briggs Beautyware	Briggs Mfg. Company	3620
Individual over-average:	R. Heck	Oliver Corporation	203
Individual actual pinfall:	E. Barron	Monroe Auto Equip. Co.	826
Individual high single game:	A. Kopitzki	Briggs Mfg. Company	247
Club sending team from the greatest distance:	The Maytag Company	Newton, Iowa	
Visiting club sending the greatest number of teams:	National Tube Co.	Lorain, Ohio	

1951

Team over-average champion:	Dayton Foremen	Dayton, Ohio	484
Team actual pinfall champion:	Plant No. 2	Doehler-Jarvis Corp.	3821
Individual over-average:	C. Monloy	Ohio Rubber Co.	211
Individual actual pinfall:	O. Collins	Oliver Corp.	869
Individual high single game:	R. Witshger	Crosley Div.—Avco Co.	251
Club sending team from the greatest distance:	The Maytag Company	Newton, Iowa	
Visiting club sending the greatest number of teams:	Great Lakes Steel Corp.	Ecorse, Michigan	

DATA:

YEAR	ENTRIES	SPONSORED by:	HELD AT:
1949	160	Briggs Mfg. Co. & Great Lakes Steel Corp	Detroit, Michigan
1950	200	Detroit Area Council of N.A.F. Clubs	Detroit, Michigan
1951	290	Foremans Club of Toledo	Toledo, Ohio

THE N.A.F. CONTEST OF NINETEEN FIFTY-TWO
CAN BE OF GREAT INTEREST TO BOWLERS AND YOU
SO DUST OFF THE BRAIN BOX AND LET YOURSELF GO
BY READING THE FACTS OF THE CONTEST BELOW.

ENTER THE BOWLING PINFALL CONTEST. You too can take part in the Fourth Annual Bowling Classic to be held at Detroit, Michigan, March 1st, 2nd, 8th, and 9th, 1952 without leaving your home town. Guess the total number of pins that will be toppled over during the entire tournament. Each team rolls 4 games, estimated team entry is between 175 to 300 teams.

STRIKE IT RICH

1st Place	\$100.00 War Bond
2nd Place	50.00 War Bond
3rd Place	25.00 War Bond

OFFICIAL ENTRY BLANK NAF BOWLING PINFALL CONTEST

Complete the official entry blank at right and return it to the secretary of your club for mailing or mail to: Briggs Management Club, Box No. 3306, Jefferson Station, Detroit 14, Michigan. Entry must be postmarked no later than February 23, 1952. In case of a tie, earliest postmarked entry will win.

My guess for the total pinfall of the N. A. F. 1952 bowling contest is:.....
First..... Last Name.....
Address.....
City..... Zone..... State.....
Name of Club.....

SOME SIGNIFICANT DIFFERENCES BETWEEN LABOR-MANAGEMENT RELATIONS IN AMERICA AND GERMANY

by

Wolfgang Schmidt, Hyon Teupel, Josef Hofmeister, Wilfried Haumann, Hilda Peters, Dieter Heubeck

These six young West Germans, all of them in their twenties, are among twenty-three studying American industrial and labor relations and American Democratic institutions at the New York State School of Industrial and Labor Relations, Cornell University.

TO TALK ABOUT the differences between labor-management relations in Germany and America is impossible without a brief glance at basic influences which shape these relations in both countries. The situation in your country is certainly well-known to you, but we fear most Americans know little about industrial conditions in Germany. And we don't blame you, for you have enough to do to keep up with developments concerning your own country and your own job.

Let's begin with the political and economic structures of America and West Germany. Both are countries with democratic, free, elected governments and similar systems of free enterprise and free competition. West German forms of enterprise, as partnerships, corporations, etc. are quite the same as America's. Both countries are highly industrialized and the managerial structure in both countries is similar.

Many businessmen in both countries are organized in employer's associations, and attitudes of management toward workers are not very different. German workers also are not very different from American workers: they are diligent, able men.

But there is one difference which should be mentioned: German workers are in general more class-conscious. And, indeed, that is one reason why they have such well organized unions and a strong labor party, the German Democratic Socialist Party.

There are several other reasons for the strength of the German labor movement, for example, the treatment of workers until the end of the last century as second class citizens, which forced them to build up a strong political power to press their demands. This historical condition has had a great influence on the general course of labor-management relations in Germany. When, in the '70's and '80's of the past century Bismark was oppressing the socialist party and the labor unions, he tried to pacify the workers by instituting a broad system of social security and social insurance. He laid only the foundations, to be sure, but when after the first world war the Weimar Republic was established in Germany and the German Democratic Socialist Party was elected into power, this system of social insurance became more and more developed. The Nazis did not destroy it and so we

have now in Germany a system of social security that covers sickness, accidents, unemployment, and old-age. Funds for this purpose are contributed by every worker, who pays approximately 10 per cent of his gross wages, and by the employer, who contributes the same amount per worker. This money goes to an insurance organization which is set up and administered by the government, but controlled by all interested parties: workers, employers, and the public. As far as we know workers in the United States have gained many of these benefits through collective bargaining between unions and individual companies.

Another West German law also lays down the conditions under which workers may be fired or laid off. This is another important difference. All achievements of American workers in this particular field and relatively speaking they are not very many—are gained by agreements between union and employers, mostly through seniority systems. The German law states exactly the reasons for which a worker can be fired or laid off, how much notice he must be given, who is to be laid off first (determined not only by seniority, but also by the social situation of the worker, as his marital status, number of children, etc.)

The German system of collective bargaining is also very different. In Germany it is generally true that the union officials for a whole district, county, or even state, bargain with the manufacturers' association in the various industries. Issues mostly deal with wages, paid vacations, and working conditions for the whole industry. To enforce their demands, the unions sometimes call a strike, but at present not very frequently because our workers lost all their money under the Nazi regime; and after the war unions had to begin anew to accumulate funds. If there is a strike, the employers sometimes try to break it, but they are not backed by any administrative body and generally fail. If some employers are not members of the manufacturers association, the union bargains with them separately on the basis of the general contract. Sometimes the government declares a contract to be an obligation for all employers in that particular industry.

Also significant for Germany is the kind of representation of workers in the plants. This also is established through the influence of government as an

DIFFERENCES BETWEEN GERMAN AND AMERICAN INDUSTRIAL RELATIONS AS WEST GERMANS SEE THEM



obligation for all enterprises. The workers elect a works council, which functions independent of employer and union. Because the union members are the most active, they usually dominate these councils. The works council bargains with the employer over working conditions in the plant; its members have the right to inspect the books of the enterprise and the employer must have their approval for firings and lay-offs. They have a special protection against being fired or laid off themselves, similar to super-seniority in the United States. If the plant has more than a prescribed number of employees, they can give full-time to their obligations as council members and are still paid by the firm. They have the function of your union steward in the plant in handling grievances.

The grievance procedure, too, is different in Germany. If the worker has a complaint, he reports it to the works council. Negotiations between council and personnel director or employer (or his authorized representative) follow. An industrial relations director is nearly unknown in Germany. If the complaint cannot be settled in the plant, it is taken to the labor courts which are special courts for the adjudication of suits arising out of the employment relationship. The professional judges of these courts are appointed by the government, but the associate or lay judges represent labor and management in equal numbers. There is also a supreme labor court to hear cases on appeal. In Germany these courts take the place of your arbitrators and impartial umpires.

Our system of representation of the workers in the plant, explained above, operates only in the smaller

enterprises. In all enterprises with more than a certain amount of capital or number of workers, a new system has become established by federal law. As applied to the coal and steel industries, that law guarantees the worker an equal voice in the administration and operation of an enterprise. The employees have representation on the board of directors with voting power equal to that of management. Also there must be in each firm a labor-management director who is nominated by the labor representatives and is appointed with the approval of the management representatives. The term for this whole system is "codetermination." An adequate description of this new law would constitute an article in itself.

As indicated, a great proportion of labor-management problems in Germany is settled by law. This is due to the influence of the trade-unions and to the power of that other representative of the workers—their party. Besides those already mentioned there are other laws concerning child labor, protection of expectant mothers, minimum paid vacations, working hours, training of apprentices, etc.

One point remains to be discussed. What is being done in Germany to improve labor-management relations? Not very much. In America, scientific approaches are made to discover problem areas before they become critical. The universities have special courses in industrial and labor relations. A lot of work in research and dissemination of information is being done. In Germany one can find only a few scattered attempts in this field. Maybe the German people are waiting for a law!

WHY HONOR *only* LABOR?



By Rev. Richard M. McKeon, S. J., Director of the LeMoyne School of Industrial Relations, Syracuse, N. Y.

Although the NAF is currently promoting an American Management Day and believes such an observance has a definite place in the present economic and social system, Father McKeon here presents a plea for economic cooperation for a common good which **MANAGE** readers will like. The reasoning and course of action herein presented by the noted industrial relations educator lend support to the NAF American Management Day even though the NAF acknowledge's the place of Labor Day while Father McKeon would do away with it. The brilliant thinking exhibited here far outweighs the minor difference on what should be done about Labor Day, however.

Beginnings Recalled

Peter Maguire, a labor leader sowed the seed for the establishment of Labor Day back in May, 1881, when he proposed to the Central Labor Union of New York City that one day be set aside each year as a general holiday for the working classes.

The resolution was adopted and the first Monday in September fixed as the permanent date. The idea spread and many States gradually made it a legal holiday.

A fair-minded student of industrial relations will grant that the idea of Labor Day had far more merit at that time than now. The condition of the working classes during the Nineteenth Century is not one to boast about in the light of our present situation.

There were long hours in wretched conditions where dangers to life and limb were constant. The individual worker was helpless before the employer. The infamous "yellow dog contract," whereby a worker to keep his job promised not to join a labor union, was common.

The first national labor movement, the Knights of Labor, founded in 1869, had a tragic history ending in seeming failure. In its place arose the American Federation of Labor under the magnetic leadership of Samuel Gompers.

Unions Were Opposed

Opposition to organized labor continued despite the gradual growth of the unions.

Many employers resorted to strike-breaking by gangsters, blacklisting, intimidation of many types, and other despicable means to check labor. Others promoted such schemes as

profit sharing and company unions to offset the appeal of the federated nation.

By degrees the force of unionism succeeded in seeing the hours of work lowered from twelve to eight, greater protection for women and children, compensation for injury and a general improvement in working conditions.

Accordingly one must concede that up to recent years labor was justified in having a holiday to celebrate its progress and contribution to the union.

It would be a gracious act, significant of national industrial unity, if the labor unions would advocate that Labor Day become Industry Day. Such a fine gesture would gain good will from quarters still hostile.

It would increase, not lessen, labor's prestige. For labor, as well as capital and management, should recognize that the constant threat of Communism to all liberty—political, personal, economic—it a most urgent reason for uniting all factors in American industry to a far stronger degree.

But to make this unity a stable reality functioning for the common good calls for a true understanding of the philosophy of work.

What is work?

Why is the answer to this question not as simple as one would think?

Because industrial history has witnessed the growth of two false opinions. If one follows a false idea of the nature of work, there are bound to be distorted notions of the rights involved.

Communism maintains that only manual work has a valid right to the

DO THE American people celebrate Capital Day and so honor the men and women who believe in and risk their investments in our economy?

Have we a Management Day when tribute is paid to those who have directed our system of production to the highest degree of efficiency in the world?

The answer is no. But the states of the nation have legalized the first Monday in September as Labor Day, a holiday devoted to honor the contribution of labor to the national welfare.

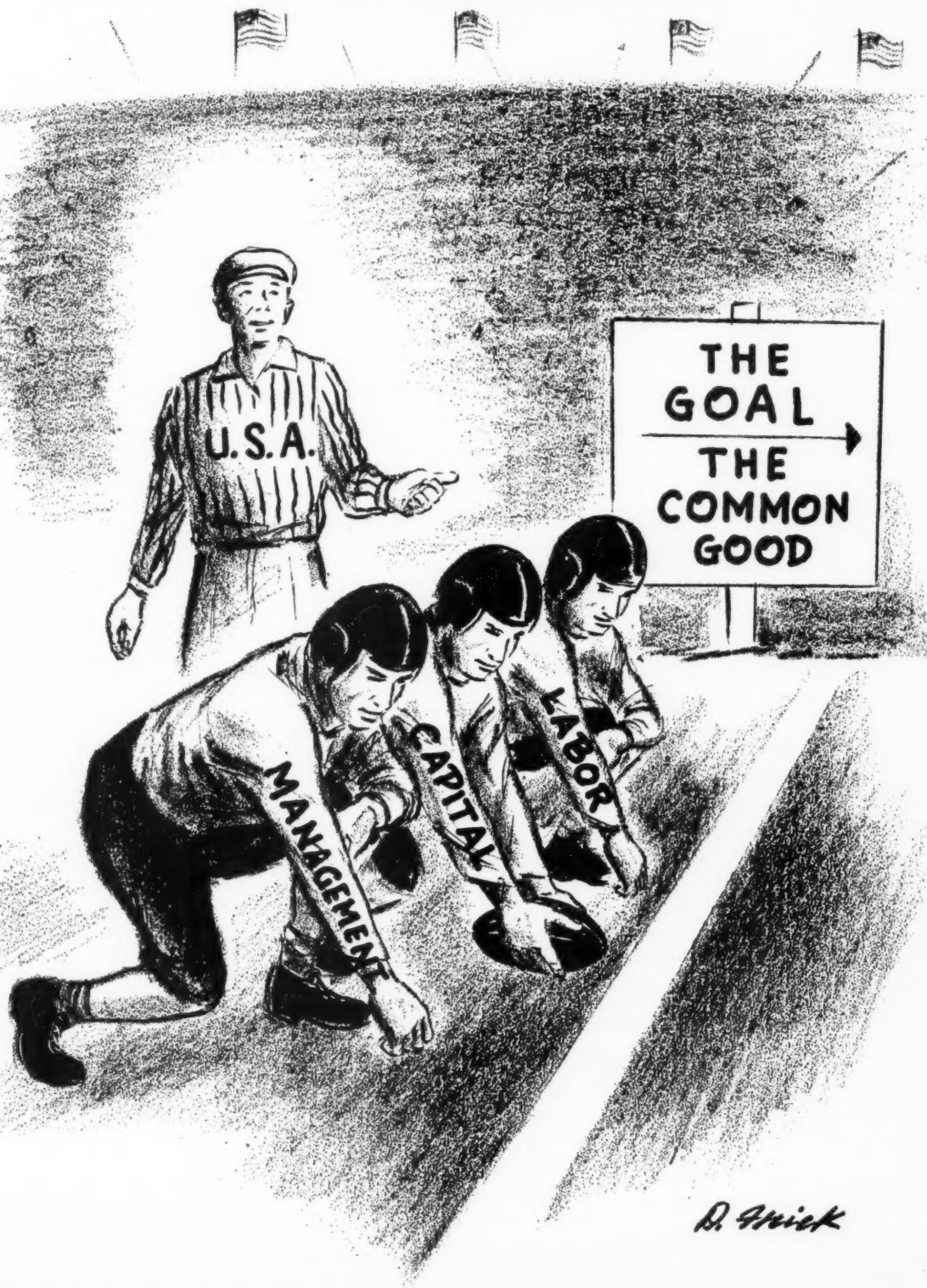
We now maintain that the time has come when Labor Day should give way to Industry Day, wherein the achievement and progress of our All-American team—labor, management, capital — should be celebrated together.

For the true purpose of this team is to produce more goods at fair prices with just compensation for both worker and management together with a decent profit for the investor. All three are essential partners striving cooperatively to advance the common good.

Why, then, should signal praise be given to one partner and not to the other two?

Again all citizens are consumers. If the productive team is practicing principles of social justice, the consumers will prove their hearty support.

THE THREE ALL-AMERICANS



profits of industry. Furthermore the profits belong not to the individual but to the working class.

Capitalism Erred

On the other hand, liberalistic capitalism, especially strong in the Nineteenth Century, only sees in the worker an individual seeking wages to obtain the mere necessities of life.

In both concepts is denied the principle that work contributes to the personal perfection of the worker.

Present-day capitalism, challenged by unions and government has recognized more fully the social aspect of industry and has made great progress in promoting the common good.

What, then, is work? Work is a means of social progress.

The material things of God's providence, so generously given, are not adapted to man's purpose. He must apply to them his mind and body to effect a change.

This process of adaptation is called work.

Thus the farmer clears the field, sows the seed, cultivates the plant, and food becomes ready for human sustenance.

Work is also necessary for man's personal development. Without work he cannot develop his faculties and fulfill his purpose in life.

Study, service, love—all these call for positive acts, for work. Because man's soul is spiritual, work which merely sees his economic wants cared for is not sufficient. There must be a greater appeal, an incentive to create, responsibility, a sense of real participation in the productive process.

Where his contribution is simple, repetitive action, there is certain to follow frustration which leads to dissatisfaction and less production.

In 1914 the monotony of the assembly line at Ford Company saw a labor turnover of 380 per cent. That is why alert management is seeking means to remedy this constant problem in the mass production system.

Man Is Not a Robot

The only true approach will recognize that man is an individual with personal dignity as a child of God, not a robot. The growth of labor-management committees is a most encouraging sign.

The success of the Scanlon Plan has been told in the January, 1950, issue of "Fortune." In 1949, the American Management Association published a

200-page research report entitled "Greater Productivity Through Labor-Management Cooperation." What has been done by progressive industries can and should be done by many more.

It should profit not only our manual workers but all citizens to realize one lesson from history.

We discover that in all pagan nations slavery was widespread. Skilled as well as heavy labor was considered degrading and therefore assigned to slaves. A type of predestination, reflected later in the doctrine of Calvin, held that certain men were born slaves while others were destined to a superior life.

Cicero wrote: "The work of all artisans is sordid; there is nothing honorable in a workshop."

At the time of Christ slavery was almost universal in acceptance and deeply rooted in centuries of conquest.

As the first Christians preached the equality of man in the sight of God a new note of hope was born in the souls of millions who had known only the curse of slavery from birth. Having heard the story how Jesus Christ, the God-man, had worked in silent obscurity for many years at the trade of a carpenter, they knew that from now on labor would be a thing of dignity.

In our own generation the poet-soldier, Joyce Kilmer, has portrayed this conviction in exquisite verse.

"O Carpenter of Nazareth,
Whose mother was a village maid,
Shall we, Thy children, blow our
breath

In scorn on any humble trade?
Have pity on our foolishness,
And give us eyes that we may see
Beneath the worker's humble dress
The splendor of humanity."

Why are we stressing this point? Because to reveal the splendor of humanity and to act in keeping with its rights and sanctities are the true purpose of industrial relations.

Modern Paganism at Fault

Another reason is the fact that modern paganism in America has spread the false idea that manual labor is still a degrading thing.

We maintain that a complete change of attitude is highly necessary if we are to have industrial peace.

Peace is the tranquillity of order. Let us have right order in our attitude toward manual work.

First it should be considered a vocation as worthy as any other. The worker should strive to better himself not by going into another sphere of activity but by perfecting himself where he truly belongs.

Thus he can become a better artisan by study and experiment. He can become a better citizen by devoting more time to his community. He can become a better union man by regular attendance at meetings and seeing that good men are elected to office. He can improve his general culture by select reading and by enrolling in adult educational courses.

Likewise let him be mindful of moral development by faithfulness to religious duties.

There is no need to delay on the fact that in higher wages and keener satisfaction of accomplishment the ordinary skilled worker has a far better lot than the so-called white collar worker and minor office executive.

But this very fact is largely ignored in secondary education and accounts for many foolish parents insisting that their children go to college because it promises material advancement. Does it?

Some years ago the writer was talking to a school teacher at a Boston street corner. A Coca-Cola truck passed by. The teacher said:

"Do you see the driver of that truck? Last year he finished our high school with a very low average. Now he is making far more money than I am with all my training and experience. What is the answer?"

The right answer is that the young man belonged to the militant truck drivers' union, over a million strong.

Laborers Should Be Proud

From what has been written it follows logically that manual labor is not a class apart and on a lower level of life.

Simply remove the unjust conditions which have handicapped the worker in the past and soon we shall have this most important group of our citizens proud of their vocation, content with their livelihood, not envious of capitalist and high management, but fully conscious that they are constructive cooperators in the creation of the nation's wealth.

There has been a growing resentment that labor is a word which tends to increase class consciousness in

(Continued to Page 22)

What decides wages?

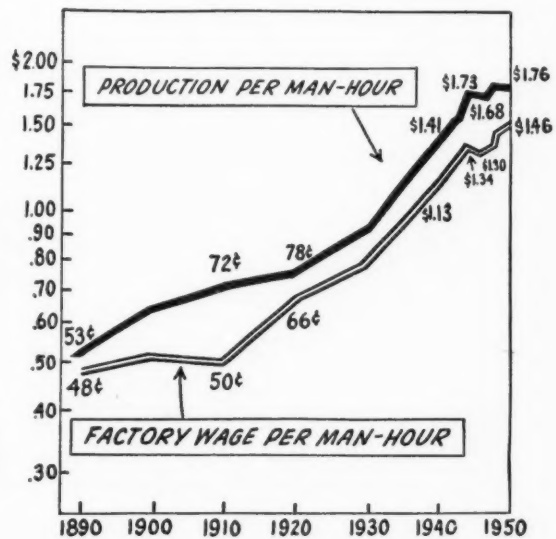
What you and I produce

THERE IS ONE RULE OF NATURE that all the governments, laws, unions and contracts cannot change: a man can be paid *only* out of what he produces, and the more he produces the more he can earn.

AND, that line "Factory wage per man-hour," shown in the chart at right, has gone up and up only as American business has put better and better *machines* to team up with American workers. *Machines* help the worker produce more and so earn more.

And *machines* can come only from the savings of investors—the savings made out of investor profits.

So—profits plus machines plus workers who use them well, equal constantly rising savings and standard of living. Whoever attacks *profits* is attacking *you*, and your family. Never forget it.



Production per man-hour represents the total national income produced per man-hour worked by all employed persons. Factory wage represents average hourly earnings of factory workers. All figures are in dollars of 1950 buying power to eliminate price changes, and show real purchasing power.

Source: Labor's Monthly Survey, American Federation of Labor.



**WARNER
&
SWASEY**
Cleveland
Machine Tools
Textile
Machinery

YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES



SMILES OF SATISFACTION—The grins were really in order when Scully-Jones and Company, Chicago, was honored recently for an outstanding safety record—three years without a disabling accident or an accident which caused the loss of a single day of work. The presentation was made at a meeting of the Scully-Jones Management Club, and pictured above, left to right, are: Joseph Kosinski, works manager; R. E. Dalstrom, midwest safety director for Lumbermens Mutual Casualty Company, and H. D. Long, company president. Mr. Dalstrom said the excellent record is a good example of what can be accomplished through efforts and cooperation of management and labor. The 400 S-J employees worked 1,334,325 manhours without a lost-time accident.



REAL SPENDING MONEY—Adolph Boefer, left, and Ralph Jacobsmeier, right, are shown receiving checks as awards for prize-winning photos entered in the American Thermometer Foremen's Association "Vacation Picture Contest." Second from left is James Thavorides, ATFA Treasurer, and second from right is Charles Buschart, President of ATFA. The St. Louis Club is located in the American Thermometer division of Robertshaw-Fulton Controls Company.



OKLAHOMA COWBOYS—Jumping from a charter membership of 179 members to 214 members less than two months later, the Douglas Management Club of Tulsa is proud of the above officers who head the group. Left to right are Hank Cauliffe, Sergeant-at-arms; Jess Lanning, Treasurer; Jerry Gibson, Secretary; Larry Watson, Vice President, and Gene Arterberry, President.

malag PHOTO-PA PICTORIAL REPORT O ACTIVITIES ACROSS T



LOOKIT THEM DRUMSTICK!—Lucille while working on a new movie (CALSON CITY) tub of cold water. At first observation, one might think she was stomping grapes.

Age O-PARADE

REPORT OF NAF CLUB
ACROSS THE NATION



UMSTICK!—Lucille Norman's feet got so hot from the movie (CAISON CITY), that she leaped into a barrel for relief. In her first observation, one might think she was making a statement.



PAA HONORS SENATOR—In appreciation for a report on the 82nd Congress, the Pan American World Airways Management Club recently presented Senator George A. Smathers, Florida, with a traveling kit. The presentation was made by Club President Robert I. Thibert, second from right, at Miami, Fla.



LEADING THE SYLVANIA CLUB—Officers and Directors of the Sylvania Foremen's Club, Buffalo, are pictured above, left to right: Ned Marandino, Charles W. Finnigan, Murray C. Olmsted, Robert Traquair, Gordon McClure, Harold Krollman, Alvin Weinreber, Edward Pendrys, Bert J. Pratt, all Directors; Frank Pollino, Treasurer; Frank Farkas, Vice President; Howard F. Klaiber, President; Clifford McCarthy, Secretary; Orville Jensen, Director. Not included in the picture is Ernest Dildine, Director.



BRIGGS NEWSIES AT THE CONVENTION—Delegates to the annual convention in Chicago were bowled over by seeing photos taken of convention sessions only a few hours earlier in print in the Briggs Management Club publication "The Line Check." A Briggs photographer flew to Chicago to take the photos, flew back to Detroit where the presses were waiting, and shortly thereafter Editor Graham Steenhoven was winging his way back to the convention with an arm-load of the magazines. Briggs delegates who distributed the magazines were, front row, left to right: Ben Nagorski, Dr. J. L. Glees, Hank Carter, Fred Larson, Al Giroux; back row, left to right: Herb Winegarden, W. E. Landis, Ed Hopkins, Tom Hayes, John Soleau.

LOOK OUT--YOUR MOOD IS SHOWING!!!



ARE YOU A MENTAL SHOWOFF?

DID you ever get up in the morning after a tough night, your head aching and a bitter taste in your mouth? You go to the kitchen for breakfast. The toast is burned, the eggs are hard and the coffee is cold. You tell your wife in no uncertain terms what you think and she hits the ceiling. She screams, then she cries. You slam the door and go out talking to yourself. You feel like h—l but you've got to go to work. Half way there you have a flat. In changing the tire, you bang your knuckles on the rim. Two minutes after you hit the shop, word goes around the grape vine—bzzz, bzzz—stay out of the boss's way. This is one of those days he'll chew your head off if you get in his road.

Pretty soon it starts. When you check the conveyor line, a couple of fellows are having trouble and ask your help. You say or infer, how can anyone be so dumb? Just when you get them straightened out, the shop steward reminds you that you promised to get the men's wash room fixed up so that there would be more heat. In about the same breath, he complains about the rate of one of the machines. A little later the superintendent stops by and asks why your department ran so much scrap last week. You're getting hotter by the minute and heaven help the next cookie that sticks his head around the corner and asks about something.

I'm sure that everyone who reads this article has had a similar experience. It's not unusual but I want to offer a few cautions that might help you. Don't walk around with your mood showing—don't be a mental exhibitionist. Lord knows, everyone has plenty of trouble of his own without having to put up with more grief un-

necessarily. Maybe you're a genius and can do a decent job when you're all tensed up and burning with emotion, but I doubt it. Actually, when a person is in the throes of an emotion, he is a biological animal. He doesn't think with what is in his head. He acts with what is on his chest. A strong emotion is a mentally blank state and we can't afford to be wrong too often. As NAF men of management we work constantly toward the goal that management must be a profession. Well, if we want to be a profession, we must submit to self-discipline—a discipline based on facts, order and guts, yes, guts and common sense.

THE ART OF MAKING PEOPLE HAPPY

On several occasions at our seminars in Dayton, Fred Smith of Powell Valve in Cincinnati has made the statement, "It doesn't take any skill to make people unhappy. It takes real art, however, to make people happy." Have you ever thought that when you are bringing sunshine into someone else's life, you can't help from keeping some of it yourself? And then, from a very practical point of view, you can't antagonize and influence at the same time. As professional people, motivated by a desire to serve others, we should be looking for ways to lighten their burdens instead of adding to them. The trouble is that many people get a false sense of self-importance when they are elevated to foremanship and feel that they have to throw their weight around regardless of who they hurt. If we could only keep in mind that people and mules are very much alike in that they can be led where they cannot be driven.

To me, vanity and ignorance come out of the same hopper. Of course, we all like to hear flattering remarks

made about us and our work. That's OK if you honestly deserve it. The unfortunate thing is that the less you deserve it, the more you like it.

LET YOUR ACTIONS DO THE TALKING

Not everyone that has the gift of speech knows the value of silence. We all like to talk and usually it's about ourselves. Now there's nothing wrong with doing a little bragging, particularly if you have it on the ball but you're way out in front if you *let your actions do the talking*. Besides if you'll only take the time to listen it's amazing how much you can learn. Mason Roberts of Frigidaire said to a group of us, "You'll never meet a person in your life who isn't your superior in at least one thing." So, if you're smart, you'll go to school with every person you meet. And after all, isn't that the best way to get an education? Your wife, your kid and the sweeper in the shop can all help you if you'll only give them a chance.

There's another slant to this matter of talking. Many times you say something on the spur of the moment that leads to a peck of trouble. If your foot slips, you can catch yourself and recover your balance, but if your tongue slips you can't recall your words. I read of a father who vividly illustrated this to his youngster when he heard her making a nasty remark to a playmate. He asked her to get a board, hammer and nails. "Drive the nails part way into the board," he said. She did this. "Pull them out," he suggested. She did this, too. "Now," he went on, "pull out the holes!!" When she complained, "I can't," he pointed out that ill-chosen words leave scars just like the holes in the wood. I think we can all take a tip from this and avoid shifting our mouth into high gear until we are sure our brain is turning over.

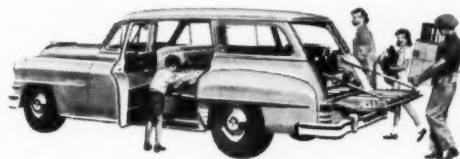
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THOUGHTS FOR THINKING MAN- AGEMENT MEN

as a New
Year begins



WHY HONOR . . .

(Continued from Page 16)

America. To many minds labor means only organized workers as a group set aside from other workers.

This is very true when the celebration of Labor Day comes to pass. For the most part it is a day for the unions to manifest their strength, program and accomplishments.

Nevertheless, because of strikes, racketeering and abuses such as jurisdictional disputes, labor is frequently used in a destructive instead of a constructive sense. Is it possible to clarify and restrict the word "labor" to a proper and accepted sense?

Certainly work applies to all concerned in industry. Those representing capital have worked to make available the funds necessary for investment and expansion of industry.

Manual workers and mental workers both contribute to bring forth the finished product. Management not only has the planning and administration but likewise the great responsibility of a successful enterprise.

Few men in higher management enjoy the eight-hour day. Annoying problems follow them everywhere.

We believe that one glaring defect in our mass production system is a lack of appreciation of the burdens of management on the part of manual workers.

Confused Phrase Explained

Is labor-management another term of confusion? For most management

FOR THOSE OF US engaged in the field of Management, let us consider basic concepts as a guide to our work in this New Year.

Let us not forget that we are trustees of the American system of individual opportunity and enterprise.

Let us not forget that as members of management it is our responsibility to make progressive suggestions and assert leadership in the inauguration of sound practices and procedures in dealing with employees in our respective places of employment.

Let us not hesitate to recommend a sound procedure, though it might "show us up" as not having been alert and progressive.

Let us "swallow our pride" and acknowledge that the other fellow's idea is good.

Though scientific studies and technical progress are important, let us not forget the fundamentals of good will, friendly greetings, sympathetic understanding; be willing to listen to the other fellow's troubles and viewpoint.

Let us be farsighted and clear-thinking enough to realize that if the blessings we enjoy are destroyed and the American system is altered, we, as individuals, will have contributed to that destruction through our negligence in not helping people to understand how the system works.

is also hired work. Who is the real employer today? It is the company, the corporation, seldom the individual, as owner-manager.

Therefore it is argued that employee-employer relations is a better term when collective bargaining is involved. For a manager is a worker who leads other workers. Managers come up from the ranks because of recognized ability.

Logically there should follow a relationship of team-work which implies understanding, harmony and good will instead of suspicion and distrust.

Here the words of Cloud Wampler, president of Carrier Corporation, are to the point. A few years ago he said:

"Anyway, we now have to ask ourselves another question—is management the representative of capital? Of course it is. But surely management is not solely the representative of capital. For management simply must be interested in representing labor as well as capital since the two of them make up the partnership which management has to direct. And, believe me, both jobs had better be done well."

In advancing the argument for a closer unity in industry, have Americans the intellectual courage to face the challenging fact in the words of Joseph P. Fitzpatrick, S.J., professor of sociology at Fordham University:

"Labor unions are artificial structures which developed out of an artificial division of classes in capitalist society, and that, as a consequence,

real peace requires the molding of both worker and employer class into a new unity, with new attitudes and a new ideal!"

To meet such a challenge it is well to examine economic history to see if experience from the past can throw light on the current situation.

Long before the rise of modern industrialism there was a strong guild system in Europe which united all concerned in the productive process. In the guild there was a hierarchy of master, journeyman, apprentice, but this was democratic in principle.

The guild regulated the conditions of the respective industry. The right to control industry was recognized by law. But there was also imposed upon the guild a sense of social responsibility aiming to promote the common good.

The true guildsman was ever conscious that he was performing a service for society and not merely striving to make money. On the other hand his rightful dignity as a child of God was acknowledged, his talent and initiative duly rewarded.

State Interference Hit

Consequently there was a spirit of solidarity which enabled many of the guilds, in the face of trying difficulties, to exist for over five hundred years. It is well to note that the principle of self-regulation of industry by the guild has given way today to the political

(Continued to Page 34)

NAF Club News

Walter Whitney Dies

Buffalo—Walter N. Whitney, production controls manager for Pratt & Letchworth Company and a good contributor to *MANAGE* Magazine, died November 14. Born at Elmira, N. Y., in 1884, he started with Pratt & Letchworth in 1941, organizing a department for control of materials. Within a short time he was promoted to the position he held at the time of his death. He started and edited the 1848 Foremen's Club publication, the "Bulletin."

Sponsor Speech Clinic

Niagara Falls, N. Y.—The Carborundum Management Club is participating with the Industrial Relations Council of the Niagara Falls Chamber of Commerce in a program on "Effective Speech for Supervision." The program has been developed in conjunction with the extension division of the School of Labor and Industrial Relations, Cornell University. The course was tailor-made for the group, with special emphasis being placed on the type of speaking members of supervision are concerned with . . . safety talks, project meetings, departmental meetings, reports, etc. This course will run for eight weeks and will be followed by a course in advanced speaking. It is anticipated that this particular training course will become permanent and available for local supervisory people each year.

Dr. H. B. Osborn, Jr., Technical Director of Ohio Crankshaft Company, Cleveland, addressed the Carborundum Management Club in November, speaking on "Economies in Production."

Tri-Club Banquet

Willoughby, Ohio—The Foremen's Club of the Ohio Rubber Company, Willoughby; the Industrial Rayon Corp., Painesville, and The Diamond Alkali Corp., Fairport, got together for a Tri-Club Banquet recently. With over 350 members attending, the group had a family-style chicken dinner and heard a talk on the little-publicized International Labor Organization. Don Knowlton, of the firm of Hill and Knowlton, Public Relations, Cleveland, was the speaker on the ILO. Knowlton attended the recent ILO conference at Geneva, Switzerland, in June as an advisor to Charles P. McCormick, Baltimore, who was the Employer delegate from the U. S.



THE HERBRAND MANAGEMENT CLUB receives its NAF charter from NAF Director J. B. Driscoll, second from right. The Fremont, Ohio, club officers who received the charter were, left to right: George Jenkins, Vice President; Clarence Pappenfoos, Secretary; Harvey Maertin, President; Rhienhart Mielke, Treasurer; Mr. Driscoll, and Jack Post, formerly affiliated with the NAF and the speaker at the ceremony.



HENRY RANKE, right, President of the Buffalo Foremen's Association, Westinghouse Electric Corp., receives his Club's NAF charter from Sid Hanneman, NAF Director.



ROBERT M. REX, President of the Columbus Bolt & Forging Co., appealed, above, to members of the Foremen's Club of Columbus to contribute to the local United Appeals campaign. On the left is **R. O. Knight**, President of the City Club.



SYLVANIA FOREMEN'S CLUB PAST PRESIDENTS honored at the 10th anniversary celebration of the Club at Emporium, Pa. Front row, left to right: **Harry E. Burton**, **Al Francis**, **George L. Loomis**, **Thomas A. McCann**, **James J. Lawler**, **Pete J. Boone**; Second row, left to right: **Gordon E. Klock**, **Martin G. Hasselman**, **Selburn C. Ostrum**, **Raymond B. Stillman** and **Herman Melzer**.



PRESIDENT R. M. MARSHALL of the Pittsburgh Coke & Chemical Company, standing, spoke on "Satisfaction on the Job" before the Pittsburgh Coke Management Club recently. Others in the picture, left to right, are **Mr. and Mrs. Harry McAlpine**, **Mr. and Mrs. Anthony Bruno**, **Mr. and Mrs. Thomas Boyd**, **Dr. L. B. Mosely**, and **Mr. and Mrs. Walter Wright**.

New Management Clubs

Dayton, Ohio—New management clubs who have recently affiliated with The National Association of Foremen are:

Rheem Management Club—Airplane Division of Rheem Mfg. Company, Downey, California. Officers: **Robert Saley** (P); **Kermit L. Hayden** (VP); **Coye Hampton** (S).

Cast Armor Division Supervisors Club of American Steel Foundries, East Chicago, Indiana. Officers: **Andrew Spoljaric** (P); **Louis Cinko** (VP); **Jerome Cabbage** (S); **Alton Sherrick** (T).

The LRC Foremen's Club of Link Radio Corporation, New York City. Officers: **Wallace Green** (P); **James E. Harvill** (VP); **Edward Johnson** (S); **Michael Ponzo** (T).

Evanston Foremen's Club of Pond Creek Pocahontas Company, Evanston, Kentucky. Officers: **Ova Chandler** (P); **C. B. Wolfe** (VP); **Lowell Phillips** (S); **T. A. Warren** (T).

Bendix President Talks to Group

South Bend, Ind.—Over 400 members of the Bendix Supervisors Club heard **Malcolm P. Ferguson**, President of the Bendix Aviation Corporation at the recent Top Management night meeting. Ferguson related the progress and expansion of Bendix facilities that had been made during the year. He warned the supervisors that the demand for Bendix products to be used for the defense of our country would create untold problems and asked the utmost cooperation of all.

Other representatives of Bendix Aviation top management presented to the group were **Marvin Heidt**, vice-president in charge of industrial relations and **George Stoll**, vice-president and general manager of the Bendix Products Division of the corporation.

Each member of the Bendix club recently received a copy of "The Key to Peace" written by **Clarence Manion**. This was made possible through the generosity of **George Stoll**, a member of the Club. A few copies of the book were also sent to the NAF library by the Club.

Spang-Chalfant Meet

Ambridge, Pa.—Ninety-five members and guests heard **F. W. Bremmer**, Vice President of The National Supply Company, speak on November 21.

Frank Moran, Superintendent of Industrial Relations for National Supply at Aetna and a NAF Director, presented a Merit Certificate to the Spang Club. The certificate was awarded the Club at the national NAF convention in Chicago and was for winning third place in the Zone "D" club rating competition. **Joseph Frederick, Jr.**, President of the Spang Club, accepted the certificate for the Club.

Ryan "Ladies Night"

San Diego—Two hundred and sixty-six attended the annual "Ladies Night" party of the Ryan Management Club of the Ryan Aeronautical Company, November 29. Don L. Davis, chairman of the coordinating council of the gadget industry, was the speaker on "Gadgets are My Business."

Norman C. Johnson was named "The Good Egg of the Month," and guest speaker Davis amused the members and guests with his fifty-five minutes of witticisms on the place of gadgets in American life.

Doty Heads Maytag Club

Newton, Iowa—Del Doty, Maytag Company engineer, has been elected President of the Maytag Management Club for 1952. Ralph Beals and Charles Gross were elected Vice Presidents; Paul Grier, Secretary; Art Anderson, Treasurer. Elected to the Board of Control were Clarence Griebeling, Nelson Briggs, Tom Cowan, John Berlau, Jack Ringgenberg, and Don Cox.

Tenth Year Party

Emporium, Pa.—The tenth anniversary of the Sylvania Foremen's Club of Sylvania Electric Products, Inc., was celebrated with a turkey dinner meeting, November 15. Ward Zimmer, executive vice president of Sylvania, was the speaker of the evening and the Hayden Chorus made its debut before the Club. Gold pins were presented to the past presidents of the Sylvania Club. The total Foremen's Club membership now stands at 269.

Bruno Heads Coke Club

Pittsburgh, Pa.—Anthony J. Bruno, a member of the engineering department of Pittsburgh Coke & Chemical Company, has been elected President of the Management Club. Henry J. Haffner is the new Vice President, and Homer W. Fry, Secretary. Francis Finn was elected Treasurer. Elected to the Board of Control were Louis W. Adams, Jr., Donald Beitel, Thomas Boyd, Robert Heavill and Paul J. Hicks.

Host to Teachers

Lynwood, Calif.—The Grayson Administrative Conference played host to school teachers from surrounding school districts recently, and took them on a tour of the Grayson Controls plant. The tour was a feature of a "Better Business Day" program recently established in the area, which makes it possible for teachers to see firsthand the problems to be faced by their students after graduation.

The GAC held its November meeting at Knott's Berry farm in Orange County. This community is laid out like a genuine ghost town. Following the dinner meeting, GAC President Don Hart presented Past President Fed Beck a plaque from the NAF. Charles Bogenrief, Educational Committee Chairman, presented awards to men who recently completed the NAF club officers' training course. They were Virg Garner, R. Henderson, Frank Miller, Irv Brockman, John Byrne and Al Casey.



THE FIFTH LADIES NIGHT of the Briggs Management Club of Evansville, Ind., recently had as its program feature a talk by Countess Maria Pulaski on "My Life as a Spy." More than 200 persons attended the dinner in honor of the "real bosses."



THE CONTINENTAL GIN COMPANY of Birmingham, Ala., recently honored all its employees with five years or more of service . . . and top honors went to the above men who had thirty-five years or more of service with the company. Of the ten men so honored, eight are members of the C. G. C. Supervisors Club. Left to right above are J. D. Boggs, G. L. Alexander, G. C. Thomas, W. D. Gore, Frank Neugent, E. A. Jones, T. C. Narkates, C. H. Smith, J. R. Day, B. J. Summers, and the President of the Continental Gin Company, M. E. Pratt.

1952 Scholarships

NAF Management Clubs throughout the United States awarded 74 scholarships during 1951, totaling \$16,075. The scholarship program will continue to grow during the new year because more clubs are participating.

According to William Meek, NAF Scholarship Chairman, Lockheed Management Club, Burbank, Calif.:

"We as members of management and the communities in which we live can through this scholarship program join in a common effort. The program helps our young people to realize the connection between education and industry, and the importance of industry to the community and our way of life.

"If your club has not already been contacted by your zone scholarship chairman or your own particular director concerning this scholarship plan, take the initiative yourself and prod them into action . . . this, too, takes scientific management."

EMPLOYEE EDUCATION . . .

(Continued from Page 9)

can well go into the knotty tax and amortization problems, what it costs to write off tools, what depreciation really is, and that it doesn't do a business any good just to make a little profit. It is necessary to make enough profits these days to pay stockholders something, to do development and research work, and to buy new machinery and equipment at prices 3 to 4 times what they used to be 15 or 20 years ago. A corporation today has to generate a quantum of money, and the quantum of money which has to be generated through profits is different according to its individual needs. The employees have to be told that. It isn't enough for them to be told that the company has to make money to continue, and they can be very clearly shown why company "X" has to make an extra 2 or 3 million dollars in order to revitalize the very shops in which they are working.

Labor has banded together and generally taken the union route because it has been told in no uncertain terms by union agitators that it has no other way to go and that it has no other route to take; that it can't get any other information or any other betterment than by being against the boss and by fighting with the boss.

As a matter of fact, when a company starts out on its own and has a few employees the chances are, if it is an average corporation under average conditions, it is just one big family and everybody is working together for a common end. Maybe it gets a little big and somebody gets a union going. From that day forward, from the instant that the union is organized, the very nature of the personal relationships in the corporation automatically change. There is a line of cleavage immediately drawn and the employees line up on one side and the management lines up on the other.

It is the same corporation—it is the same group of people—they are making the same product—they are trying to sell it to the same people, but one day they are all working together and the next day they are all pulling apart.

The next thing you hear is that the corporation is growing too big for management to keep in touch with the employees; that the boss used to call everybody by their first names

and now he can't, and that the corporation has gotten too big to have any personal touch to it.

I know this is the ordinary view and I know it is hard to overcome, but I believe we can't take that one lying down and we must find a way, even though the corporation is big, to disabuse that concept.

It might interest you to know that some time ago our company ran a survey of what the various universities and schools throughout the United States had to offer in the field of industrial relations curricula and how they were being used. I will not attempt to go into any great detail, but it was of recent compilation and some of the things that it brought out were quite startling.

Incidentally, our survey was nationwide and covered not only state institutions but private institutions as well. I think the point that I wish to stress most highly is the impressions we formed on the question of the relative participation of labor and management in the facilities and in the programs offered by these universities.

If the figures that we compiled were anywhere near truly representative of the facts, it is a dire and dark prediction of the way management is headed on the road toward solving its family problems. For example:

Data	Labor Mgm't	
1. The industrial relations programs feature and favor labor's needs over those of management at the following ratio	55	21
2. The number of programs to whose support labor and management make direct financial contributions	7	5
3. The number of programs in the administration of which management and labor participate	7	4
4. The number of programs providing classroom training for management and labor groups	27	24
5. The number of programs which draw their teacher personnel directly from management and labor ..	13	9

There are a lot of other figures that we compiled, but after we got all through we came to the conclusion that management for one reason or another was on the short end. Although the adding up of our rating figures into totals has certain basic weaknesses, it did give us at least

some indication as to the extent to which labor has participated in contrast to the extent to which management participates in these programs. I am sure you will have a burning interest in our conclusions, and it is that: labor participates to management in the ratio of 120 to 77!

What the ratio of participation I just quoted you means is that present day management, which has much at stake in the continuing development of free business, is interested in the educational process only to the tune of about 50% of its partner in the business, the labor group. Why is this? Can it be because management does not think the university has anything to offer? I don't think so! Can it be because management does not think well of the facilities? Or the staff? Or the subjects taught, or for personal reasons? I don't think so! I think it is because generally management is thinking that the salvation of its problems is more in the engine overhaul room, or the laboratory, or the machine shop, or the tool room instead of in working on its personnel. That quicker profits can be gained by a direct move in the shop than by the longer, slower process of working on the work force. I wonder about this! I think the greatest single profit potential is in the increased productivity of the people. Management in short just hasn't waked up to the fact that educating its people is the real profit pool.

I believe that this general approach—the education and training approach—can have wonderful results in our country. If enough educational material and effort is applied directly to the people, the improvement in understanding of the problem is bound to help every segment of our business. The labor movement has not attempted this—nor has management. Instead we have allowed the battle to become a class struggle—with the real issue survival of the business which nurtures us both, lost in the scuffle. Let us throw away the class weapons and use the new tool—a common tool available to all, thirsted for by all—the educational tool. Let the clamor for facts come forth, let facts and facts alone widely and deeply disseminated be our bulwark. In this approach all will survive, all will win against the other

(Continued to Page 28)

Fun Re-vitalizes Club Interest

Kansas City

A dream trip along Trans World Airlines international routes presented some beautiful scenery and top flight entertainment to the membership of the airline's Kansas City Management Club recently.

Sponsored by the controller's department, headed by M. J. Plodinec, the strictly musical program took the airline's emblematic character, Trans World Andy, and the audience on a mythical flight from New York to Iraq.

TRANS WORLD AIRLINES' Management Club programs here were revitalized this year through a competitive spirit that developed when various departments were selected to stage the monthly meetings and entertainments.

The club, now in its fifth year, set up a plan this year to vary its program as much as possible, with emphasis being placed on surprise entertainment.

A whole new panel of officers was elected, headed by J. Woodrow Thomas, who ran on a platform that the club's leadership had to bring back the club's interest to better entertainment and program planning.

Under Thomas' guidance, a series of programs were allocated to departments within the company, with employees of those departments working out the entire evening's activity.

Today, the club's interest and membership are at its highest. There are 351 members, or 61 percent of the potential 564 eligible persons. Thomas predicts that by the end of the year, at least 85 percent of the potential membership will be enrolled.

The series of meetings was launched by the Industrial Relations Department, under guidance of Vice President David W. Harris. It was a rollicking evening devoted to good fellowship and fun. This was followed by an evening sponsored by associates of Treasurer Erle M. Constable; another by the Controller's department, and a Christmas party sponsored by the Secretarial Department, headed by George Clay, Secretary.

(Continued to Page 28)



GAY PAREE—Left to right, in the can-can line are Beverly Abbey, Gayle Barry, Norma Thoes, Louise McVey, Pat Tellaro and Dorothy Frampton.



THERE WAS A LOT OF RHYTHM, as this picture indicates, in the dance featuring King Solomon (Ralph McClenahan) and the Queen of Sheba, (Ann Hospadaruk), who represented Israel and Arabia.



AT THE EGYPT STOPOVER, Trans World Andy (Clete Kortling) meets the exotic "daughter of the Nile", Laura Zimmer.



PART OF THE CAST is pictured in this finale number, in which Miss Margaret Jones, regional chief hostess, and C. A. Zander, master of ceremonies, join Trans World Andy at conclusion of the mythical trip.

Photos by Art Clayton



FUNDAMENTALS OF SUPERVISION

Harad Delmar, Inc. Publishers
Orange & Broadway
Albany 7, New York
Price—\$3.50

This book of 215 pages contains informational material covering 28 topics of interest to foremen. Each topic covers about three and a half pages of subject matter. This is followed by a brief summary of the main points made in the subject matter. Then come review problems based on the text. The unit ends with a set of true and false questions. These questions might well have been omitted for the answers for the most part are quickly and easily found in the previous sections or the answer is too obvious to be of much value.

On the whole, the text is well prepared and will furnish any conference leader with new ideas and some valuable factual material as well as chart material, and forms.

CONFERENCE LEADER'S GUIDE FOR FUNDAMENTALS OF SUPERVISION

Harad Delmar, Inc. Publishers
Orange & Broadway
Albany 7, New York
Price—\$2.00

This is an outline of the material presented in Fundamentals of Supervision. It serves as an easy guide for the conference leader who does not want to make up his own outline. It follows the well worn pattern of preparation, presentation, application and testing.

—E. S. Maclin

EMPLOYEE EDUCATION . . .

(Continued from Page 26)

forces which by distortion, withholding deceit and misrepresentation would see us destroyed.

If the American workman knows the facts he will decide a course, and his decision in the future like his decisions in the past when he has understood will be right. If we are willing to work hard enough at educating our people and training our people ourselves we can do a lot more than force can ever do. This social problem of the management-labor relationship is really our own family problem. Why can't we settle it among ourselves by talking facts with one another instead of letting it get beyond our own control and having

somebody less qualified and much less interested settle it for us.

Since the beginning of man there have been leaders and followers, there have been manager and helpers. There always have been; there always will be. Even under the thinking of the Soviets whose tenets we shrink from, there certainly are strong leaders and managers. But we in our difference are trying to build managers who manage; not managers who rule. Managers who can arrange and convince by reason and by the development of their own inner selves; not by outside force and coercion. It will be a lot better to sell industrial peace with facts than to have to buy it with concessions that someday you're going to run out of!

(This article by Mr. Gross is from an address made recently before the TWA Management Club in Kansas City, Mo.)

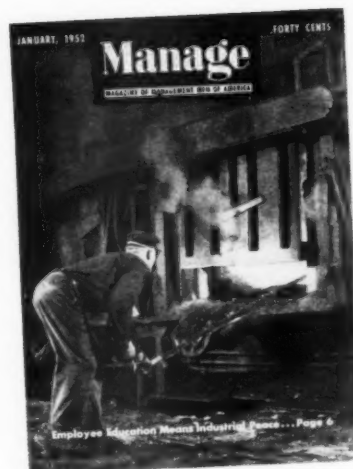
FUN REVITALIZES . . .

(Continued from Page 27)

The 1952 series of meetings will feature Ralph S. Damon, President, in a press interview sponsored by the Public Relations Department, headed by Bob Helmer, regional manager; Dr. Kenneth McFarland, one of America's top flight public speakers, sponsored by the Traffic Department, headed by John W. Bailey, district sales manager, and Dr. Arthur Secord, Brooklyn University, who is to be guest of the Overhaul Base meeting, in charge of Tom King, senior methods engineer.

One of the most interesting facets of these meetings has been the uncovering of top-flight entertainment talent within the company, Thomas pointed out. "Probably the most surprised persons are the co-workers of the individuals who perform so ably at these programs," he said.

Another factor contributing to the



ON THE COVER

MARCIN PODOLIAK, first helper on the Timken Steel and Tube Division's 100-ton electric arch furnace has been performing an excellent job for the Timken Company at Canton, Ohio, for 29 years. On the cover he is shown taking a temperature reading with a platinum rodium thermocouple, an instrument developed by Timken Company metallurgists. Temperature control is one of the most important factors in the making of high quality alloy steel.

By combining the experience of a seasoned first helper with the accuracy of the platinum thermocouple, heats contain the proper proportions of the various metals and the correct grain structure.

success of the affairs has been the large identification badges awarded each member on his arrival. These make for quick identification and give a feeling of full participation by each of the members in attendance.



Jan. 14-17, 1952
Plant Maintenance Show . . . Philadelphia
Jan. 22-23, 1952
New NAF Directors Seminar . . . Dayton
Jan. 24-26, 1952
NAF Board Meeting . . . Dayton

Feb. 9, 1952
Battle Creek Area Mgt. Forum
Battle Creek
Feb. 11-15, 1952
NAF Seminar . . . Dayton
March 1, 1952
Greater Syracuse Area Conference
Syracuse, N. Y.
March 12, 13, 14, 1952
8th Annual Conference, American
Society of Training Directors
French Lick, Ind.
March 22, 1952
Greater New York Area Conference
New York, N. Y.
April 21-25, 1952
Management Unity Seminar . . . Dayton

Better Informed Foremen Make Better Management Men

While Congress is in recess and its members scattered throughout the country (except those on investigating committees), let us again look elsewhere. Usually it is worthwhile to take a look at ourselves.

Recently a poll was taken among high school seniors on economics questions in a typical midwestern city of average size. The bulk of these students did not expect to attend college or receive any further formal education. The results were rather startling.

The students estimated average industry profits at 50%, while the true figure is about 6%. They estimated the average industry plant investment per worker at \$81 while the proper answer is about \$11,000. Finally, these high school students estimated the annual return to stockholders at 24%, whereas a figure of 3% to 4% would be very much closer.

In January 1951 Opinion Research Corporation, of Princeton, New Jersey, published the results of an economics test given to a cross-section of supervisors throughout the country. On this study the average foreman-supervisor grade was 61.5%. These results indicate a great need for vastly increased information as to how the American business system works and its results. Fortunately, there seems to be an awareness of this need. Another organization recently financed a survey to determine the extent to which economic education is being offered by industry, with particular emphasis on foremen and supervisors. No attempt was made to examine every program now in use, but the work of two hundred companies in this field was analyzed.

The first conclusion reached was that, while these programs vary in content and in method of presentation, they are all directed to the common end of making down to earth information about the American business system available. Various methods are used including movies, flip-chart lectures, and discussion programs. All of them are to a large degree dependent for success upon presentation through trained leaders.

The study also included an attempt to summarize
MANAGE January 1952

results. The first conclusion reached in this field was that workers and supervisors alike are eager to receive accurate information both about the company which employs them and business in general. A second general conclusion was that the so-called "single shot" method of presenting economic education is helpful but is completely inadequate to dispel existing misinformation and to supply an almost complete lack of accurate information.

That such a situation exists is not the fault of workers or even supervisors in American industry today. In 1950 Dr. Harold G. Moulton, of the Brookings Institution, collaborated with an educator, Dr. C. W. McKee, to survey economics courses offered in the public schools. The results show that in all public high schools less than 10% of the students take the equivalent of a semester course in economics. Where such courses are offered, they are frequently a mixture of government as well as economics and for the most part no real attempt is made to give the student the facts of life about the American business system. Fur-

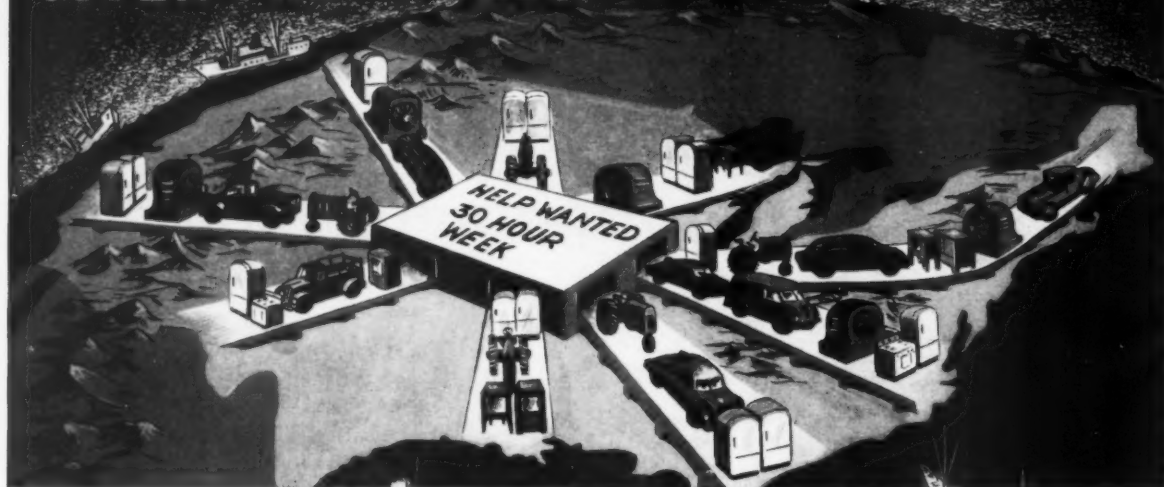
thermore, the text books used in many cases leave much to be desired. Finally teachers assigned to such courses in a great majority of cases have neither adequate training in the field of economics nor practical experience to equip them properly for instruction in this field.

Economic education supplied by employers to employees is not a complete answer to the problem. But the need for such education for both supervisory and non-supervisory employees is great. The best thinking on this subject indicates that economic education should be integrated with a broad program of management development.

The foreman is management, he is the first link in the management chain, and usually is the direct point of contact between management and the worker. The foreman has been described as the best public relations medium in modern American industry. If he is to properly fill this all important role, he must be informed.



GIVEN THE TOOLS...



... the Sky's the Limit!

I

WHEN ALL is said and done, there is only one reason why America prospers while most of the world is in constant economic trouble: *we do 95% of our work by machinery.*

And if we could double our machinery, we could double our productivity and have twice as many of the good things of life.

Given the tools, the sky's the limit.

What we have seen so far is *only the beginning.*

The people who say that America has reached the limit of its productivity and that we must now worry about the "social division" of our production are either ignorant or dishonest.

For many, many years our productivity has gained steadily at the rate of 2 to 3% per year, and our standard of living (interrupted only by war) has increased accordingly.

That race could be stepped up by a very simple process: *better teamwork between the people who manage American corporations and the people who are employed by them.*

If the friction between these two groups of workers, known as "labor" and "management" could be got rid of, our progress could be beyond imagination.

II

THIS IS no pipe-dream: it can happen.

After all, what are the "mechanics" of prosperity? Let's assume that there are only four producers in the economy: the butcher, the baker, the tailor, and the cobbler.

They all get each other's products by exchanging them for part of their own production.

Now here's the point: if they all doubled their production, they could all have twice as much.

So, providing that the production of all four advanced *at the same rate*, there would be no "overproduction," which is a trick word for goods which cannot be exchanged.

The "trick" is for the butcher, baker, tailor, and cobbler to increase their productivity *without having to work*

harder or longer hours; in other words, increase the quantity and quality of their tools of production. The problem of those four men and America's 60 million workers is the same: *more and better tools.*

III

THE PROBLEM could be solved by an increase in the desire of the public to invest in additional tools of production.

As matters now stand, business is in a turmoil, and the dividends on common stock are in constant danger.

"Management" wants government to protect business from "excessive wage demands."

"Labor" wants government to freeze prices but not wages.

"Reformers" in and out of "labor" want government to "soak the corporations" with higher income taxes.

And government, in its awkward way, is trying to do all three at once.

Caught between these millstones is the investor whose dividends have not kept pace with wages and the cost of living.

For a long, long time dividends amounted to about 1/10 as much as payroll; since 1944 they have averaged only 1/12.

The net result is that everybody is always a little bit sore at everybody else.

This costly and unnecessary friction stands squarely in the way of progress.

In fact, to hold our present living standards, we must increase productivity because we have a long cold war to support, as well as ourselves.

During the year of 1952 this page will be devoted to discussions of this problem and how it can be solved.

We hope you will follow this series and keep them in your scrapbook.



"BETTER AMERICA" series
of illustrated, guest editorials
presented as a public service by
MANAGE Magazine

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THE MAN WHO SPLIT THE WORLD...

THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred G. Clark and
Richard Stanton Rimanoczy

KARL MARX was born in Treves, Prussia, in 1818. His ancestors were a long line of distinguished rabbis, a tradition which Karl's father broke by becoming a Christian and a lawyer.

The records show Karl to have been somewhat of a problem child, stubborn and aggressive. He respected his father but was always patronizing to his mother, whose limited education put her at a disadvantage.



Under the strict discipline of the elementary school, Karl showed himself an able, well-behaved scholar, two traits which left him later when the discipline was absent.

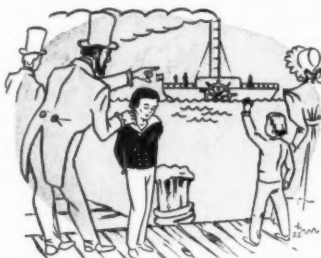
But the quality of friendship was strangely lacking in young Karl. Although readily accepted by his schoolmates, he did not accept them. It is recorded that when he left school there was not a single companion to whom he ever wrote or even mentioned in conversation.



It might be said that Marx never had any childhood because he always preferred the company of grown-ups. The man he cultivated most vigorously was a government official named Von Westphalen, a man of great influence and the father of a beautiful daughter with

whom Karl was in love. The old man seemed flattered by the devotion of this juvenile attention and gave him many hours of his time.

Marx had the type of mind that was fascinated by abstraction, that is, by theoretical problems that could never be proved one way or another. He could toy with a theory forever, but the moment it became a practical problem, he lost interest in it.



Marx's father was worried over this trait and did his best to interest the boy in the remarkable inventions that were being developed in hopes that he would become interested in an engineering or chemical career. But Karl's interests remained abstract; in fact, took a turn which his father thought to be for the worse: he became intensely interested in writing poetry, which was, at that time, quite a fad in Germany.



As nearly as can be determined, the only person who was enthusiastic about Marx's poems was Jenny, the daughter of Von Westphalen, and there is evidence that the parents had to suffer through some rather

trying recitals. Jenny, who was to play a large part in the life of Marx, was a beautiful girl of 21 while Karl was but 17. The young man must have had quite a personality or he could not have attracted such a sought-after and prominent young lady.



Reluctantly Marx finally agreed that during his university education he should study law and eventually join his father in that profession—an agreement which he did not fulfill.

An event that occurred at the time of Karl's graduation from elementary school showed a trait which was repeated many times in his later life. The part of his examinations in which he desired most to excel was his literary essay.



When his professor was forced, in all honesty, to note that "the author falls again into his usual mistake—an exaggerated search after the unusual and metaphorical mode of expression . . . and lacks clarity and accuracy," Marx flew into a rage and never spoke to his professor again, although it was considered an unbreakable rule of etiquette not to pay a formal call on one's teacher at the time of graduation.

(To be continued next month)



Beginning in the February, 1952, issue, **MANAGE** will present a hunting & fishing page which will be second to none in any national magazine. It will cover hunting and fishing from Canada to Mexico, from Maine to California. The page will serve as a clearing house for management men wanting specific information on these outdoor sports. Joe Penfold, Denver, Colorado, will be the Editor of the section, and is well-qualified for such a post. He has been associated with the Izaak Walton League of America for many years and is generally considered a national authority on hunting and fishing—because he is primarily a hunter and fisherman, himself. He writes like he talks . . . in a down-to-earth style and with no baloney thrown in.

Since he will use photographs, he will welcome photos and identification of hunting and fishing trophies from **MANAGE** readers. Send them, clearly identified and protected with cardboard, to J. W. Penfold, 327 C. A. Johnson Building, Denver 2, Colorado.

And get ready for some real outdoorsy reading!

John C. Steelman Dies

Huntington, W. Va.—John C. Steelman, 65, the Chairman of the Board of Governors of the Foreman Managers Club of Huntington, died recently. He was owner of the Steelman Repair and Manufacturing Co. and a prominent civic leader of Huntington. He came to Huntington in 1922 as manager of the Westinghouse Electric Corp. service department, but left in 1946. He opened his own business shortly thereafter. He was a past president of the Foremen Managers Club.

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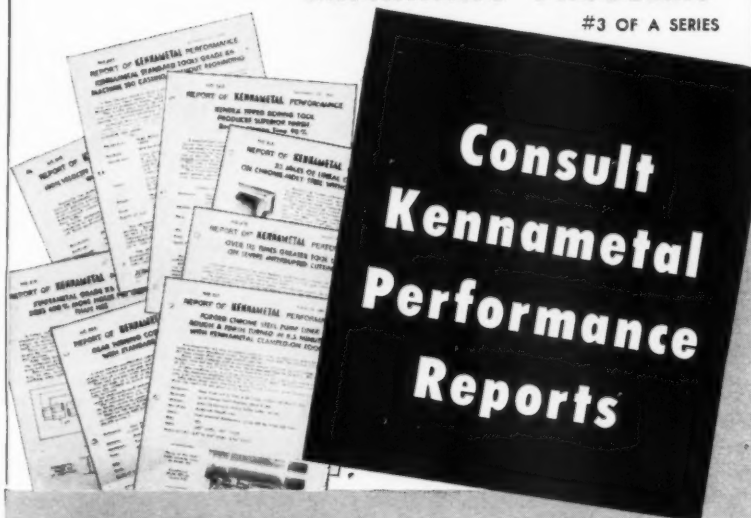
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MANAGE MIRTH



The other evening, a gentleman strolled through midtown Manhattan saw two quaint-looking old ladies hovering near the entrance to a bar.

"Poor old things," he remarked to himself. "They're doubtless trying to work up the courage to go in."

He sneaked up close to the antiquated pair and listened.

"Come on, Nellie," one of them pleaded. "Let's go in."

"No," the other replied. "Let's skip this one."

...

Sunday School Teacher: "... and that is the story of Jonah and the whale. Now, Willie, what does this story teach us?"

Willie: "It teaches that you can't keep a good man down."

...

"You look sweet enough to eat," he whispered soft and low.

"I am," said she quite hungrily, "Where do you want to go?"

...

The elderly lady was visiting her newly-married daughter and immediately began telling her how to keep her spouse under the proverbial thumb. "The only thing in this world you can trust that wears pants is a lamb chop," she warned.

"Mother, don't be ridiculous," said her daughter. "My husband wouldn't start chasing women at his age."

Her mother smiled knowingly. "Age has nothing to do with it," she said. "Look at the way your father went after women. The only way I could slow him down was to take the tires off his wheel chair."

...

The Jawbone of an ass is just as dangerous a weapon today as it was in Sampson's time.

Mrs. MacTavish: "My little boy has just swallowed a half dollar."

Neighbor: "Gracious, is the child in danger?"

Mrs. MacTavish: "No, thank goodness; his father's out of town."

...

"Good morning ma'am. I'm from the gas company. I understand there's something in the house that won't work.

"Yes. He's upstairs."

...

A young officer, who was nothing if not efficient, was inspecting Selective Service Headquarters in the South. Noting that the number of desks, telephones and typewriters exceeded the personnel, he asked one of the girls, "What is the normal complement of this office?"

The girl was puzzled only for a moment. "Well, suh," she replied, "Ah reckon the most usual complement is, 'Howdy, honey, you're sure luscious-lookin' this mawnin'."

...

College gal, making conversation on her first date: "So your name is Tom. I know that George means 'lover of horses,' and Philip means 'beloved'—but tell me, what does Tom mean?"

"Business, Baby, business."

...

Two men had struck up an acquaintance in a club car. "So you have two grown daughters?" said one in the course of conversation. "Do they live at home with you?"

"Oh, no," replied the other. "They're not married yet."

Veterinary surgeon to his new assistant: "You must take this tube, Pat, fill it with powder, insert in the horse's mouth, and give a quick blow."

Veterinary surgeon, ten minutes later: "Why, what's the trouble, Pat?"

Pat: "Troth, sir, the horse blowed first!"

...

The time was when men lost their shirt in stock markets; nowadays it is the supermarket.

...

"You say he's getting old? How can you tell?"

"When a night out is followed by a day in."

...

We all have something to fall back on, and we may land there before long.

...



"Why Mr. SMITH: If it weren't for this office party I'd have gone right on thinking you were a STICK-IN-THE-MUD!"

WHY HONOR . . .

(Continued from Page 22)

authority of the state. A sensible question immediately arises:

"Is the state properly equipped to fulfill this important function?"

A casual reading of the actions of government bodies attempting to control wages and prices will give one a clue to the right answer.

If one holds that the labor union is an artificial structure, nevertheless in view of the history of modern industrialism it is evident that unions have been most necessary for the workers to combat the inhuman greed of those employers who would purchase labor at the lowest possible price and discard it arbitrarily.

With the growth of corporations and the separation of ownership from control there was more reason for workingmen to use their natural right of association to improve their lot.

The growth in union membership from less than 3,000,000 in 1933 to about 16,000,000 in 1951 was not due to the encouragement of the great corporations but to the free determination of American citizens exercising their natural right under the protection of the new labor legislation.

Many employers, doubting this determination, supported the provisions of the Taft-Hartley Act requiring National Labor Relations Board elections as a condition for bargaining on the union shop.

What happened? The vast majority of workers voted overwhelmingly for the union shop.

Where business is divorced from universal standards of ethics and where the profit motive is the sole reason for enterprise, is it to be wondered that the same employer who seeks the ultimate profit possible should find himself faced with demands from his workers to share in the new gains?

If there was mutual control over each industry, the public could expect less conflict over wages and profits. But here again, unless rigid moral principles were adhered to, the public could suffer disastrously through collusive price-fixing.

Founding Fathers Lauded

Long ago our Founding Fathers dreamed a magnificent dream and they embodied its concepts in a precious document, the Constitution of the United States. That document, in

the words of the great British statesman, Gladstone, was "the most wonderful work ever struck off at a given time by the brain and purpose of man."

For the signers of the Constitution were men who had offered their lives and their fortunes in the struggle for a new nation's independence. They were desirous of perpetuating a union of States which would endure against any obstacle of the future.

They had studied the political systems of the world, past and present, and so they combined the best principles into this concise document which was to be a Magna Carta of liberty in a new world. In a word, they gave to every American citizen a masterpiece of political democracy.

What should we be seeking if we are true to the spirit of the constitution? Economic democracy.

In 1789, 96 out of a hundred people lived on farms. Our forefathers had no concept of the industrial expansion which was to change the entire economy of the nation.

Certainly these men of keen intellect and moral courage, if alive today, would be the first to recommend a program of economic action which would promote to a fairer and sounder degree the common welfare of all citizens.

True economic democracy will be the nation's sound defense against any totalitarian system wherein the worker is degraded to the status of a mere tool, a slave without voice or hope.

But at present the American worker does not have a full sense of participating in our industrial system.

If he only works to receive his pay and lacks knowledge of and interest in what his company means and how it functions, he is not truly participating.

If he is ignored in regard to what goes on in his job and surroundings, why should he take any interest?

Again, it is fully evident that our workers do not share as fairly as they should in our profit system. To gain more they form unions.

But the vast majority of workers are not unionized. When unions become powerful, strikes detrimental to the industry and to the community frequently arise.

Quotes Eric Johnston

One of the ever-growing number of progressive industrialists who are alert

to this problem is Eric Johnston, former president of the United States Chamber of Commerce and Economic Stabilizer. Mr. Johnston not only has written about economic democracy but has encouraged its functioning in his several plants.

He knows that the benefits of the capitalist system must be more widely distributed if that system is to survive. Through profit sharing and an effective labor-management program his enterprises have enjoyed prosperity and peace.

He writes: "We have political democracy, and so we must have democracy for industry to make workers feel that they are part of the management and that they have a voice in what's going on."

From the true concept of work, manual and mental, as an honorable thing and a duty for all men, from the nature of modern industry and its influence on society, we urge that Labor Day become Industry Day to commemorate the economic unity and achievements of the nation.

On July Fourth, all Americans celebrate the anniversary of the signing of the Declaration of Independence. In that bold statement our forefathers proclaimed the necessity of preserving those rights which are granted "by the laws of nature and nature's God." Those rights, as well as the duties of citizenship, were manifested in the adopted constitution of 1789.

Do only Republicans celebrate July Fourth? Are the Democrats to be excluded?

If all citizens are united on one national holiday in commemorating our political democracy, why cannot we be more sincerely united in celebrating the idea and ideal of economic democracy?

Here is the best reason for the change of Labor Day to Industry Day, when all three partners in industry should mingle in grateful appreciation of what true economic democracy can accomplish for the common good.

We admit we are far from such a goal at the present time. But great progress has been made.

In the face of the totalitarian threat to destroy our finest traditions and institutions here is our strong defense, for it is the answer to selfishness which creates class divisions and to poverty which fosters insecurity and despair.

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Congratulations, NAF!

Consolidated Vultee Aircraft Corporation (Convair) extends sincere congratulations to the National Association of Foremen for accomplishments of the past year.

Members of Convair's NAF Management Clubs have found profitable and enjoyable the training, fellowship and inspiration provided them by their clubs. They join in best wishes to NAF members everywhere for continued success and achievement in the important year to come.



CONVAIR NAF MANAGEMENT CLUB volunteers are briefed at San Diego for Community Chest Drive. From left: O. Faucett and Bob Morse of Convair; James Scott, Drive Chairman; Judge Ronald Abernathy; Sam Stern, Convair, and Jim Hopkins, Convair Block captain for the drive.



MARCH OF DIMES PLAQUE is accepted by E. C. Costantino, president of Convair NAF Management Club at Fort Worth, from District Attorney Stewart Hellman, March of Dimes chair-vice in collecting \$11,086.91 for the 1951 campaign.

Convair's NAF Management Clubs were born in 1942 at both San Diego and Fort Worth Divisions. A third club was recently organized for the company's new Guided Missiles Division.

That principles have been sound and programs popular is attested by present record memberships which include a large majority of supervisors. The Fort Worth organization is the largest shop club in NAF and took the lion's share of honors at the last NAF convention. At San Diego the club has more members than at the division's World War II employment peak, which was twice that of today.

Hustling officers hunt ways to make clubs useful to company and community. Highly intensified leadership training courses are enthusiastically sponsored and attended, much of the instruction being provided by club members.

At San Diego seven \$100.00 club scholarships were awarded to outstanding City and County high school students last year, and for the second consecutive year a San Diego winner took the NAF Zone A Scholarship. In the '51 March of Dimes the Fort Worth club raised over \$11,000 from Convair personnel in one week—more than three times the amount raised in '50.

The clubs sponsor and aid many civic programs such as the Community Chest, block ticket sales, safety drives and emergency appeals like the projects to aid last summer's flood sufferers and to provide clothes for destitute Koreans.

Club members individually make it their business to help find the right persons to fill the many important job opportunities now open in all company divisions. This is only one of the many ways in which they maintain their company's proud boast that . . .

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